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Ralph J. Cordiner: He has a horror of the indispensable man.

G-E Seeks Conquest of Bigness
Through Fanned-out Management





FLORIDA
3 will 80*

*Based on Sales Management 1951 Survey of Buying Power figures and current ABC Reports, using these three papers gives you 20% or better family coverage in the 52 counties accounting for 80% of Florida's Effective Buying Income, 81% of food sales, 82.8% of drug sales, 81.6% of furniture sales, 80% of general merchandise sales and 81% of Florida's total retail sales. You also get above 30% family coverage in 42 counties, above 50% in 20 counties, above 60% in 9 counties and above 70% in 6 counties.

The use of more power means more industries, more business, more appliances in use. When any market increases its power consumption 328% in ten years—that means sales for you.

Florida's three big morning newspapers give you blanket coverage in their markets. More than that, their 20% or better family coverage in those counties producing 80% of Florida's sales greatly strengthens your advertising in other Florida markets. What is the first choice for your Florida media list? Florida's three big morning newspapers, of course.

Lowest Cost Coverage in Florida's Top Markets

FLORIDA TIMES-UNION

JACKSONVILLE National Representative Reynolds-Fitzgerald, Inc.

THE MIAMI HERALD

National Representative Story, Brooks & Finley, Inc.

TAMPA Morning Tribune

National Representative Sawyer-Ferguson-Walker Company

00

Nanted! Millions of yards of carpet... for 4,200,000 homes on "McCall Street"

Carpets go down, draperies go up, furniture goes in . . . because of WOMEN. Women, not men, are the nation's homemakers.

Give a woman an idea . . . and she starts changing things all over the house.

The women who buy for the more than 4,200,000 homes on McCall Street get *their* ideas from McCall's Magazine.





James Gray's long experience and complete facilities will help you squeeze more results out of every dollar you spend—through better reproduction . . . faster, more competent service . . . and the plus advantage of meeting all your mailadvertising requirements within one plant.

For cost-cutting lithography, printing and all-'round mailing services, phone MUrray Hill 2-9000—today.

*Ask us how we helped E. R. Squibb & Sons turn a headache into good public relations.





idea men lettercraftsmen printers lithographers

216 East 45th Street, New York 17, N. Y. Telephone MUrray Hill 2-9000 today

Sales Management

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MARKETS Fourth Quarter Sales Prediction: 31 Industries Will Do Better . . . you should establish a friendly alliance with America's teachers of vocational agriculture. It's their business to work with youth and adult groups to produce, market, conserve, and manage to achieve greater science in farming. By T. K. Wolfe, Director of Distribution, Southern States Cooperative. MERCHANDISING More Adventures in Shopping SALESMANSHIP Why Do So Many Fail To Make Turnover Club? Only 10 of the salesmen from 230 suppliers selling to the Phelps-Roberts Corp., auto parts wholesalers, were invited to join the original "Turnover Club." To qualify, salesmen must know the arithmetic of the automobile parts business. By Jerome Shoenfeld, Washington Editor 12 Types of Salesmen I Detest By Henry Carlton Jones SALES CAMPAIGNS Throw in a Free Case Of Baby Food and, if you are Staffin-Johns, you'll open 1,000 new accounts, triple sales, and put the factory on 2 shifts. There is nothing wrong with the baby mattress business which a combination offer to Mom & Pop won't solve. SALES POLICIES How to Extend a Beachhead In the Home-Building Market Any product-especially a new one-sells faster when you By P. A. Jones and W. D. Runswick, Co-partners, and Austin Little, Sales Manager, Pressteel Co. SALES PROMOTION Railroads Were Cold To the Idea Until Thermo-King spelled out the dollars-and-cents savings of mechanical refrigeration over wet and dry ice. Results: the company has sold as much of the market in 4 years as it expected to get in 50, and at a 5 to 5½% sales cost. By Joseph A. Numero, President, Thermo-King Railway Corp. 113 When 34-Year-Old Ray Hickok Shook Up the Sales Plan Hickok Mfg .- and retailers-began to capitalize on the potential of the gift market. He expanded the line to over 200 items, geared advertisements to Father's Day and Christmas Buying, stepped up retail sales training. 102 SALES TRAINING Westinghouse Brass Get an Earful 4,170 times Westinghouse appliance home office executives, their field salesmen, and distributor heads picked up the tele-DEPARTMENTS AND SERVICES Advertisers' Index 143 Sales Trends (Consumer) 134 Advertising 125 Scratch Pad 144 Comment 15 Significant Trends 21 High Spot Cities 134 Tools for Selling 65 Washington Bulletin Board 70



It's amazing how much industry buys from the pages of IEN.

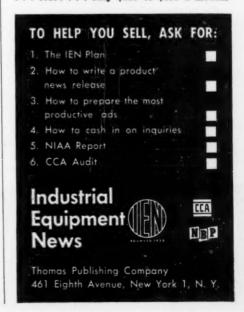
A request for more information or the call of a supplier salesman may follow, but the product description in INDUSTRIAL EQUIPMENT NEWS sparks the sales.

What would you do if you needed the latest equipment, parts, materials? Working for a well rated firm, and having product selection authority, you would be getting IEN every month... at your request. As a reader you would know that IEN publishes the most product news about the largest number of products in the most complete and reliable form... more than 1,000 items a month. Naturally it is to IEN you would turn to find products you need and for buying information about them.

You don't have to guess about the sales IEN sparks. Every month, on the back of the service slip sent with IEN, readers are invited to list products they have purchased from IEN, and to give the names of the suppliers.

Our representative would like to show you any month's list. It includes an impressive variety of purchases. Heavy equipment and costly installations are frequent. We can also show you the list of suppliers.

61,794 coverage of specifiers and buyers in larger, more active plants in all industries ... cost? ... only \$125 to \$135 a month.



T

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Make Your Sales Grow the Way Mechanization Grows ...by reaching the

PRIMARY BUYING INFLUENCES

From 181 advertising pages in 1938, first full year of publication, to 1,350 (estimated new high) in 1952. That's Mechanization's rise in acceptance. Of current advertisers, 63% have been with us 5 years or more—and 30% have been with us 10 years or more. Such growth and loyalty substantiate what surveys,* monthly polls, and catalogue requests tell us:

In the coal mining industry, more primary buying influences receive and read MECHANIZATION than any other coal magazine.

More coal-production men report MECHANIZATION most

useful and interesting. Over 15,000 copies reach buying influences in major mines which account for 87% of coal output and 95% of purchases. They welcome MECHANIZATION because of a vital interest in our editorial objective of minemechanization, and our monthto-month treatment of technical operations, efficiency, safety and new methods. To these we add on-the-spot analyses of Washington decisions, trends, and regulations which affect coal. To get your full share of coal's \$1,000,000,000 annual purchases, do what we do: reach more primary buying influences with MECHANIZATION.

*Conducted by John Fosdick & Assoc.



1120 MUNSEY BLDG. WASHINGTON 4, D.C.

CHICAGO NEW YORK PITTSBURGH SAN FRANCIS







EXECUTIVE OFFICES, 386 Fourth Avenue, New York 16, N. Y. Lexington 2-1760

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			Chri	stoph	er Al	nderson
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Membe







October 1, 1952

Volume 69

No. 7



NEW CITY COUNTY WORK SHEETS!

- 64 U. S. Counties
- New Jersey cities and counties

New data on PEOPLE and FAMILY GROUPS just purchased from the Census Bureau (age groups, owner, rental, racial, etc.) ... plus Consumer Markets estimates for '52.

Retail sales (Consumer Markets) income and potentials (Sales Management), automobiles, mfg. etc., all tabulated for a quick look at the TOP HALF of America!

NEWARK
NEWS

Always BETTER

geeting BIGGER

Newark 1, New Jersey
or
O'Mara and Ormsbee, Inc.

The Human Side

"Mine Host" Is Selling

It's an old, old problem with hotels—even New York hotels. Monday, Tuesday, Wednesday, Thursday, business is good. But oh, that weekend letdown! Even in New York, where you'd think hotels would be turning away tourists over the weekends, such just isn't the case. Out-of-towners usually arrive toward the end of a weekend, stay a few days and generally are back home again for the following weekend.

But one hotel here looked the problem straight in the eye and decided to try and lick it. Three years ago the Vanderbilt, a quiet place, favored by school teachers and other nice people, started doing-over the old place from a physical standpoint. And it also started paying court to a new breed of tourist—the weekend one. Under the direction of the hotel's bright young sales manager, Victor Barrett, a series of "Weekend Specials" was worked out.

The weekend guest of the hotel, under the plan, has a choice of seven price brackets. The first is a three-day Economy Special. It includes a room with private bath and radio, two club breakfasts and broadcast tickets when available. Price: about 10 dollars. The seventh plan in price is the Sightseeing Special. The same things go with it as with the Economy but there's an eight-hour all-expense tour, including lunch at a fancy restaurant, and a guided expedition to Manhattan's more fabled tourist spots. It's topped off with an evening at the Roxy Theatre. For this: less than \$19.

Or perhaps you're the type who goes in for improving your mind. The Vanderbilt thought of you, too. There's an Educational Tour—in fact, there are two. The first, at \$18, gives you a four-hour



THIS GOES WITH A BUDGET weekend? It sure does. And despite the low cost to guests a New York hotel makes it pay off. The formula: plenty of service.



an entirely New Market for a product 72 years old!

When your product is long established and already the leading seller in its field, the problem of getting a marked increase in its sales is a real one.

This was the problem faced by Kraft Foods with its Philadelphia Brand Cream Cheese, which had been on the market 72 years and is the largest-selling packaged cheese in the world.

"Everybody" granted the product's superiority; they had been educated through advertising to use it in many ways—in salads, in snacks, as dessert and as a spread for breakfast toast.

Two big new uses—entirely apart from the conventional—were developed by Kraft. "Philly's" bland-

ness and easy creaming consistency made it a rich, never-fail base for 18 flavors of cake frosting—and for five kinds of fudge!

Then through advertising's mass selling techniques, homemakers across the nation were told the tempting, time-saving news of "Philly" cream cheese as a cake-topper and candy.

Twenty-two weeks after these new uses were first explained in magazine advertising and demonstrated on Kraft's Television Theater, Kraft had received more than a million requests from consumers for its frosting and fudge recipe leaflet!

The national sales of Philadelphia Brand increased astonishingly in less than half a year!

Thus our client gets effectiveness and economy through the mass selling techniques of advertising . . . just as his mass manufacturing techniques make the product itself widely available to consumers at low cost.

Can these benefits of advertising be better utilized in your behalf? We'd be glad to talk with you about it. Just call or write:

J. WALTER THOMPSON COMPANY

420 Lexington Avenue, New York 17, N. Y.

New York, Chicago, Detroit, San Francisco, Los Angeles, Seattle, Washington, D. C., Miami, Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, Rio de Janeiro, São Paulo, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Port Elizabeth, Cape Town, Durban, Bombay, Calcutta, New Delhi, Sydney, Melbourne.

How the

RICHMOND

(California)

INDEPENDENT

operates its

EARNED MERCHANDISING CREDIT SYSTEM:

Product: CALVERT
1/1/52 Earned
Merch'g Credit: \$ 0.00
1952 Credits: 13.05
New Account Bonus: 50.00
TOTAL (to date): Merch'g performed
1952 to date: 39.27
BALANCE: \$23.78

Has your product an earned merchandising credit in the Richmond, California, Independent? (Notice that "New Account" bonus!) For information on your product check with Win Smith, National Advertising Manager of the Richmond California Independent.

RICHMOND

(California)

INDEPENDENT

SO.000.000
MOVING MILES
of experience
Use at
your Service

satisfaction is the result of this long moving record. Every detail will be attended to. Breakable goods carefully packed and unpacked; valuables transported without scratching or marring finishes.

Every . . . move by National is made in dustproof, rain-proof vans, so that no article arrives stained or dusty.

Yes Sir . .

for the best moving service, contact your nearest National office or agent — refer to the yellow pages in your telephone book.



Exec. Offices: 2341 Irving Park Read, Chicago, III.

tour of New York, through the business districts, a trip through a television studio. The second, which costs a few pennies over \$17, tours you through Rockefeller Center, the Museum of Modern Art and an evening tour of the city. Then to the Statue of Liberty and the Hayden Planetarium.

If you're strictly for fun and relaxation there's the Theatre and Night Club Combination. That will set you back \$18.21. But no matter which plan you choose you get the same outside room, breakfasts and the services of the hotel.

Has the idea paid? It certainly has, says Barrett. And he feels that the plan has been successful because it is based on service. The hotel hasn't let its weekend guests register and stew in their own juices. It arranges to get tickets to hit shows, buys up blocks of tickets for things like tours of New York landmarks and then passes the savings back to the guests.

And it didn't, adds Mr. B., simply dream up the plans, announce them and wait for the onslaught. The idea has been promoted with advertisements, of the "teaser" type, in small-town newspapers within 150 miles of New York, solicitations to school principals, colleges, teachers' associations, personnel departments of companies within the area. This year, for instance, the Vanderbilt has played host, under the plan, to 1500 students. And it expects to double the figure next year.

The teaser ads have been most successful. Where a newspaper has a personal column the hotel has planted such advertisements as this:

"My wife has left my bed and board. Went off to the Vanderbilt Hotel in New York. And since I found out about it's Weekend Special Plan, by crackey, I'm joining her there Friday! P.S. Ask the Vanderbilt to send you a folder on its Weekend Plan. Boy, you'll have your eyes opened!"

The plan is a natural, says Victor Barrett, for travel agencies. One such, in Worcester, Mass., has just concluded arrangements with the Vanderbilt for a tie-in deal. The agency, which has been offering weekend trips to New York for \$41.00 found that by paring costs and using the Vanderbilt's plan it could offer a "One Cent Sale." For \$41.01, advertised the agency, you and your wife can enjoy an all-expense weekend in New York. The Vanderbilt wasn't a bit surprised when the agency called and reserved rooms for 300.

If you have a good idea, promote it and provide the follow-through service you can lick anything. Even a hotel's weekend doldrums!



THE COCKTAIL HOUR . . . for the Vanderbilt's budget-conscious guests takes place in this super-glamor room, The Purple Tree. No weekend doldrums here.

COMMENT

Cities, Too, Have Sales Problems

There were two more announcements, within the last fortnight, concerning corporations moving, or getting ready to move, out of Manhattan. One was General Electric; the other, Daniel Starch and Staff

This exodus from crowded city centers is now an established trend. A wide variety of reasons account for it: lack of suitable office space, sky-high commercial rents, local tax burdens, the transportation nuisance, the feeding nuisance, the dirt nuisance, the noise nuisance . . . and the possible risk in the event of war.

This movement to suburban areas is certain to worsen the already critical situation in city finances. The "commodity" our cities sell—business accommodations—has now become too high-priced, and the customers are refusing to buy. Every new hike in taxes drives someone else to the open spaces beyond city limits. A new way of business life is in the making, and our cities are going to have a tough time accommodating themselves to it.

Not So Well Known

Before we wrap anyone else on the knuckles, we might as well confess that at times we're just as guilty as the next promoter of a brand name. We'd like to think that everybody knows without additional information that SM stands for SALES MANAGEMENT, The Magazine of Marketing. But every once in a while a reader will in all seriousness ask, "What does SM stand for?"

We think that many advertisers pride themselves a bit too much on how well the public recognizes their trademarks, company insignia, or corporate color schemes. This was brought home to us when we, and a group of promotion people whose jobs bring us into intimate contact with trade identifications, were puzzled over the sponsorship of some match books. It takes a memory expert always to know that A-C stands for Allis-Chalmers, or that IH on the brick tower above a glass-enclosed showroom means International Harvester Co. If we didn't know through personal contact, we'd never guess that when you push the button you mean Tocco and Ohio Crankshaft's induction heating.

Some companies do take a realistic view of their identification problems. Most notable probably is Coca-Cola which has spent thousands of dollars to get the public to associate the word "Coke" (always spelled with a capital C) with the real McCoy. For several years the Dow Chemical Co. issued millions of labels to be affixed to consumer products made of Styron. But the company did not really begin to capitalize on its big promotional investment until it revised the label to read "Made of Styron, a Dow plastic."

Inside our own organizations we use our company initials so freely that we forget that many of our customers and prospects probably do not know them as well as we think they do. So take a look at your match books and all of your other promotional material, and see if you're making it hard for your audience to recognize you.



CONSUMER ANALYSIS
FIGURES SHOW MEN
STILL CHANGING THEIR
MINDS ON SHAVING METHODS

A continuing shift in usage for safety and electric razors has shown up in St. Paul over the last four years. Let's look at the figures from the St. Paul Consumer Analysis.

 %
 of Men Buying Safety Razor Blades

 1949
 1950
 1951
 1952

 81.5%
 81.3%
 79.6%
 74.9%

 %
 of Men Buying Electric Razors

 21.1%
 24.3%
 30.6%
 29.9%



Preference for electric razor brands has also undergone a change in the four year period. Brand switching is no female monoply. Here are the figures for the three top electric razors in the St. Paul Market.

% of Men Owning Electric Razors RAZOR 1949 1950 1951 1952 43.8% 40.7% 40.5% 44.2% 31.6% 30.2% 31.4% 24.4% 24.6% 25.7% 17.6%

Your product too, has been analyzed. If you are interested in knowing it's story in the St. Paul Market, write Consumer Analysis, St. Paul Dispatch-Pioneer Press. Please state product or classification (s) in which you are interested.





Let's hope you never have to wear this hat —but lots and lots of Americans are wearing it right now, all over the world. Do they know what you are doing to help bring them back to their homes? What your company is doing to keep America strong? Tell them your story through the pages of this 3-paper network which reaches the millions of Americans in uniform from whom will come tomorrow's leaders in government and in business. Our 10 advertising and merchandising service offices can help you to tell your story where it counts.

ARMY TIMES

AIR FORCE TIMES

(Members: Audit Bureau of Circulations)

NAVY TIMES

WASHINGTON: 3132 M St., N.W. NEW YORK: 41 East 42nd St. CHICAGO: 203 N. Wabash Ave. DETROIT: Guardian Building LOS ANGELES: 6399 Wilshire Blvd. SAN FRANCISCO: Monadnock Bldg. In Philadelphia, represented by R. W. McCarney, 1015 Chestnut St. Also: LONDON-FRANKFURT-TOKYO

00

It's Your ABC, Too

We've blistered our feet tramping through many of your factories in tow of our good friends and subscribers. Whether your product is soap, steel, or shoe polish, we've noticed that each of you takes commendable pride in pointing out how carefully your product is manufactured. You seem to tarry a little longer on your plant tours at the spot where you can say, "See how we test it here?

Now we would like to take you on a little tour and explain one phase of publishers' quality control and what it means to you-both as a subscriber to this and other publications, and, more important, as a buyer of millions of dollars' worth of advertising space in publi-



This symbol is the trademark of the Audit Bureau of Circulations, an independent organization backed by both publishers and advertisers which conducts audits of a publisher's circulation claims. It's a symbol of quality control. In SALES MANAGEMENT, it appears on page 4 of each issue (along with two other symbols indicative of quality, ABP and NBP, but we'll describe them on our next tour).

Unlike most of you, publications have two "users," or buyers, of their products. Many subscribers to SALES MANAGEMENT typify both kinds of users. On one hand, you are subscribers to SM, for which you pay \$8 per year. When you "use" SM as a reader you readily know whether you are getting your money's worth. But when you purchase space in a publication you are another kind of user. When Life solicits your business and tells you that your message will be placed in the hands of 5,393,565 paid subscribers each week, how do you know that this magazine actually will have been purchased by that many readers?

When you make claims for your product, you know that, if you enjoy a good reputation, your prospects willingly accept your word. So you accept Life's word for its circulation claim. But when you wish to put the power of verification behind your product, you gladly submit reports from an independent checking agency-reports from United States Testing Co., Inc., for example. Life, and SALES MAN-AGEMENT, and many other publications, provide you with verification of their circulation claims. They are verified by the Audit Bureau of Circulations and are available to you for the periods ending June 30 and December 31.

Some of you may have helped to found the Audit Bureau of Circulations in 1914, and many of you have participated in its affairs. ABC has done its policing job well, perhaps too well. We may forget that this constant vigilance—sponsored by advertisers and publishers—has built almost unquestioned confidence between buyer and seller. When you ask a publisher "Who reads your publication? What are their titles? Where do they live? How much do they pay for your publication?" you accept their answers at face value.

In these days of government regulation we think you-subscribers and buyers of advertising-and we, the publishers, can feel good that we police ourselves.

So, with pardonable pride, we'd like to have you stop along our assembly line during ABC month and "See how we test it here?"

"T" is for Teacher



And she's hungry for a close-up look at your business

School teachers want to know more about business and industry, as shown by the increasing popularity of B-I-E Days. Schools close and teachers visit offices and plants on locally-organized Business-Industry-Education Days.

Business-Industry-Education Days.

America's teachers can't all visit your plant, but you can tell them about your company, your industry, your ideas about free enterprise in State Teachers Magazines, reaching more than 866,000. Through them your story reaches 26,000,000 pupils—millions of parents, too. Only with State Teachers Magazines can you do an adequate job.

You can get the complete story by

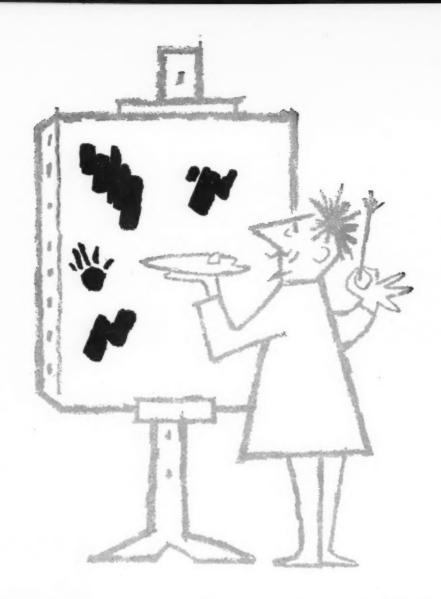
You can get the complete story by writing for free booklet—"26 million kids . . . target for today!" Address Georgia C. Rawson, Executive Vice President, State Teachers Magazines, 309 N. Michigan Ave., Chicago 1,

State TEACHERS Magazines



Spotlight your product with a sparkling metal name plate. We gladly cooperate with sales and advertising executives to create standout identification which reflects your product's quality . . . marks it for more sales. Send a rough sketch or blue print for design suggestion and quotation. Let us help you improve your product identification. Write now for detailed information.

CHICAGO THRIFT-ETCHING CORPORATION 1555 N. Sheffield Ave., Chicago 22, III., Dept. J Subsidiary of Dodge Manufacturing Corporation, Mishawaka, Indiana



some spots are better

For the best spot, at the right time, at the right place

perf

whice

C

00

SIGNIFICANT TRENDS

As seen by the Editor of Sales Management for the fortnight ending October 1, 1952

CHECK THIS

A study just released by the American Management Association indicates that the average company this year must increase its sales 25% in order to improve its profit performance over the past year. This checks with a survey about to be released by the Dartnell Corp.

Perhaps mounting costs and taxes throw an unfair burden on the sales department—but I guess we have to shoulder it and pretend to like it.

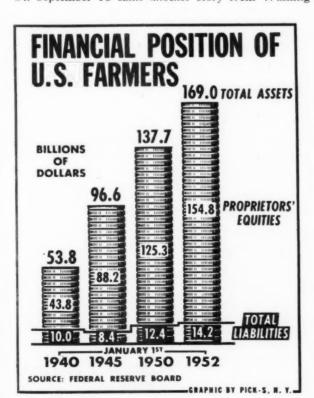
Fortunately, consumers are in a better buying mood as they get out from under the burden of indebtedness which they incurred during the buying scare following the outbreak of hostilities in Korea.

SAVINGS, NOT OVERSPENDING

Some of you may remember that on this page in our September 1 issue we "blasted" the release from the Bureau of Labor Statistics which received big headlines in all the nation's newspapers—the story which said that in 1950, and also today, the average American urban family was overspending its income by \$400.

We knew it couldn't be true—and we assembled some facts to explode the myth.

On September 16 came another story from Washing-



ton which says that the \$400 in "dis-saving" resulted from "a misunderstanding of data."

The Senate-House Economic Committee says that the average American family saved \$200 in 1950, rather than overspent. That's more like it! Savings of \$200 per family adds up to a national figure of roughly \$10 billion.

Regardless of which party wins the election, it is probable that defense spendings will not change materially in the next year, and it is important to realize that the country is not past the peak of spending for defense. The floodcrest is still ahead, according to the Research Institute of America, with some \$60-65 billion to be released by mid-1953. The leveling-off period is to last longer under new plans.

But unless we get into a real war the time is coming—perhaps just about a year from now—when defense spending will not be such a substantial prop to our economy, and it is well to figure ahead on how to ready our businesses for a possible storm. Therefore, we recommend again that those who do not have a copy of "A Planning Guide for Competitive Markets" should send a dollar bill right away to National Sales Executives, Inc., 136 E. 57th Street, New York 22, N.Y. Get it today—as the radio and TV commercial announcers tell us about so many things.

IMPULSE BUYING IN MAJOR COMMODITIES

It's not news that when consumers go into stores, particularly super markets and variety stores, they walk out with many things they didn't have on written or mental shopping lists, but National Family Opinion, Inc., Toledo, has established for the first time in merchandising history that impulse buying of major commodities (\$100 or more) is practically the same in constancy and volume as planned purchasing.

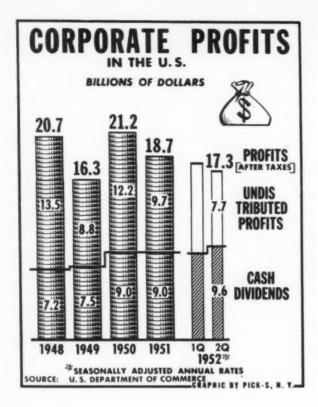
At any given time, allowing for seasonal variations, one-half of all the families in the United States are planning for, saving for, anticipating the purchase of something costing \$100 or more. Only half of them succeed in making the purchase because they had to use the money for other purposes or they couldn't earn enough.

But the other half of the families—those who do not plan to make any purchase—suddenly decide to buy a major item. This is the field in which salesmanship and advertising are the outstanding factors in originating the idea of purchase.

In October, 1951, National Family Opinion, Inc., contacted Mr. and Mrs. America through two balanced panels of 1,000 families each, made up from a pool of 35,000 certified households representing every type, size

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and kind of family. They were asked whether they anticipated making a major purchase—\$100 or more—within the next six months. At that time 51.4% said they did anticipate making such a purchase, 47.4% said they did not, and 1.2% did not answer.

In March, 1952, the same families were asked what major purchases they had made during the six-month period. Results indicated that only half had made the anticipated purchases—but that half of those who last October said they did not anticipate doing so, did make such purchases.

Of those who did not plan on making major purchases, 31.9% bought one or more major appliances; 14.7% modernized their homes; 12.7% bought furniture; 10.8% TV sets; 12.9% new cars; 3.7% new heating plants and equipment; 2.4% floor coverings, and 12.5% spent \$100 or more impulsively on combinations of items.

What does all this prove? It would indicate that a carefully conducted survey dealing with forward purchases of major items is generally believable—even though half of the people who say they are going to buy things turn out to be non-buyers. Those defections from the ranks are replaced by others who change their minds.

SELLING DURING A STRIKE

One of our old-time subscribers, Paul B. Waldin of Oakland, read with great interest—but considerable skepticism—a piece in this column about the failure of salesmen to call on struck plants in the Birmingham area during the squabble between the CIO and the steel companies. His skepticism was the result of first-hand experience in calling on strike-bound plants in Michigan, Pennsylvania, Ohio and California. He drove up to the plants in his own car; the pickets let him through although some called him a rat. He had the unforgettable experience of

finding his ignition wires cut — the distributor head smashed—the timing cam shifted—his tires slashed.

Perhaps the original story should have been amended to read, "When you call at the strike-bound plant, come in a taxicab instead of your own car."

SSB ON COMMISSIONS

Subscribers who wish the full details on the recent amendments by the Salary Stabilization Board on the rules regarding commission earnings and commission rates should ask the nearest SSB office for a copy of GSSR-5, Amendment 1, August 25, 1952. The real "guts" of the amendment is in section 9:

"Adjustments of commission earnings.

"(a) Notwithstanding any other provision of this regulation, an employer may, during the calendar year 1952, make adjustments in the compensation paid to employees compensated in whole or in part on a commission basis in an amount up to, but not exceeding, fifteen (15) percent of the aggregate commission payments made to all such employees during the calendar year 1950. Proportionate adjustments may be made for increases and shall be made for decreases in the number of employees compensated in whole or in part on commission.

"(b) The employer may distribute the adjustments in compensation authorized under paragraph (a) of this section in his discretion among such of his employees as are compensated in whole or in part on a commission basis. Such distribution may be based on sales or other measures of performance.

"(c) Such adjustments shall be made as supplemental payments at such times as the employer may determine.

"(d) In no event shall the adjustment authorized in this section be made through an increase in any commission rate."

SIGNIFICANT SHORTS

McKesson & Robbins has had such success in recent years in concentrated giant promotional plans in cooperation with leading manufacturers that it will launch a super-program December 7 in Puck—The Comic Weekly and 22 cooperating independent Sunday comic sections to the tune of \$540,000 worth of advertising space. The 8-page, full-color gift section is being promoted by 1,500 McKesson & Robbins salesmen with the aid of a unique pyramid "Santa Claus" presentation.

A yardstick for remodeling will soon be available from Domestic Engineering through a survey in Bay City, Mich. Through personal interviews by staff members of the publication with dwelling owners, commercial and industrial building owners and managers, institutions executives and farmers the magazine has established a national pattern for the sale of modernization jobs. They explore questions that reveal need for products, practicality of installation and intention and ability to buy. The findings will appear in the November issue.

We believe in underselling—and so apparently does Dell Publishing Co. which has just released a study called "The Woman Audiences of America's Major Magazines." One section of the study deals with readers per 100 copies (primary and secondary) and Dell does not claim first place for its "Modern" group. Theirs is a high rating, to be true, (160.9) but one or two direct competitors score slightly higher. Such a study seems far more believable than one which claims all "firsts."

PHILIP SALISBURY

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SALES MANAGEMENT



How do you sell this \$30,000,000,000 market?

If you are interested in selling the aviation market, Aviation Age offers you its help.

Here are some of the things you need to know, in order to pinpoint the market for your product in this vast, complex field:

- Which branch of aviation is your best market—military, airlines or manufacturers?
- Who are the key men in each of these branches directly responsible for buying your product or approving its use?
- Are they in design engine ring, in supply, in purchasing, in maintenance engineering?
- · How many are there?
- · How do you identify them?
- How do you reach them?

Aviation Age may be able to help you answer some or all of these questions. Complete information on the latest

developments in aviation is in our files. We have grown up with the aviation industry. We have coped with many of these problems ourselves, editorially and circulationwise. We know who the key men are, and where they can be reached.

As part of our responsibility to the industry we serve, we will be glad to make our intimate knowledge of the aviation market available to you. Much of it has been compiled in the form of a valuable Market Data File, which we will send you free of charge on request. Also, our marketing representatives will be glad to sit down with you and discuss your problems. Their extensive information may supply exactly the answers you are looking for.

To take advantage of these services, simply mail the coupon below. We ask only that your interest in selling the aviation market be genuine.

If your product meets performance specifications...

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Practically all equipment used in this industry must be engineered to meet performance specifications. Selling the designers and engineers who are responsible for these specifications is your primary objective.

Exclusive of its coverage of maintenance engineers, Aviation Age reaches 8,936 engineering and design personnel in manufacturing plants... 12,105 in the entire aviation industry.

Aviation Age reaches nearly twice as many of these key men as the next aviation publication . . . almost as many as all other magazines in the field combined!

Aviation	Age	Market	Data	File

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CityZone	State



PHILIP D. REED

Chairman of the Board
(Associated, Affiliated, and Foreign Group)

Age: 52. Years of service: 25



ROBERT PAXTON

Executive V-P
Ind. Products & Lamp Group
Age: 50. Years of service: 29



HENRY V. ERBEN
Executive V-P
Apparatus Group
Age: 53. Years of service: 32



ROY W. JOHNSON

Executive V-P

Appliance & Electronics Group

Age: 47. Years of service: 17



JOHN W. BELANGER
Vice-president
Defense Products Group
Age: 51. Years of service: 35

G-E Seeks Conquest of Bigness Through Fanned-out Management

BY LAWRENCE M. HUGHES

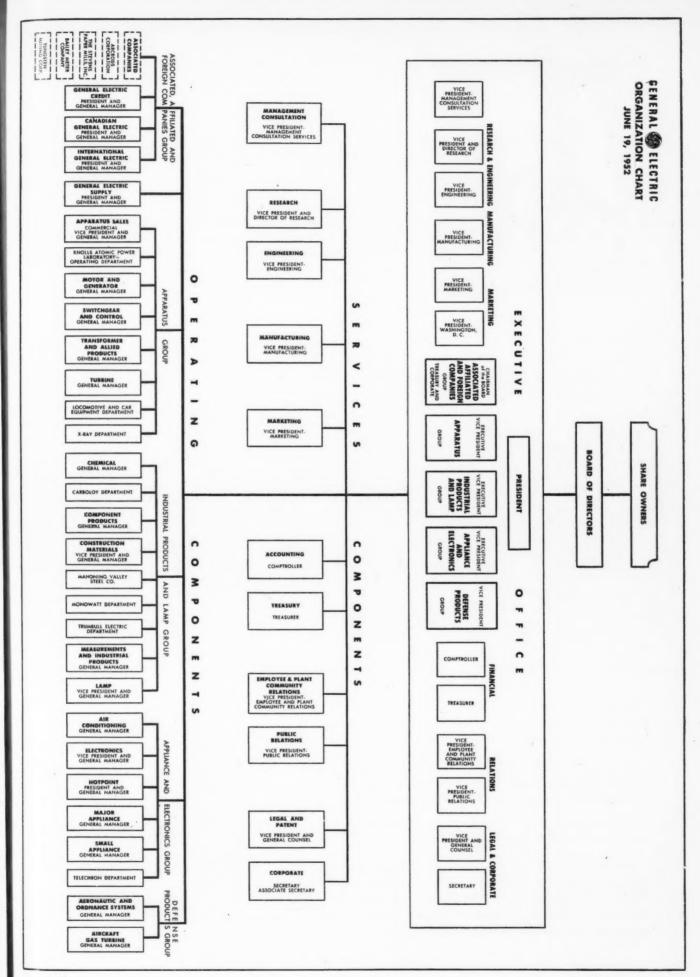
The men who run large businesses must keep from becoming "casualties of our own complexities." They must simplify both their business structure and operations and their own work in them. Ralph Jarron Cordiner has long preached this to management groups.

When he became president of General Electric Co. in December 1950, he set out to practice it.

Last year, after years of thought and work with his predecessor, Charles E. Wilson, and others, to meet problems which daily were growing more impossibly complex, Cordiner introduced a plan to decentralize management — geographically, functionally and by products.

The plan springs from his belief that "the natural aggregate of many individually sound decisions will be better for the business than centrally planned and controlled decisions."

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John L. Busey is vice-president of General Electric Co. in charge of marketing policy. He was named to this new position in 1950 after serving as president of General Electric Supply Corp. since 1935.

Busey was born near Memphis, Mo., and started in the electrical industry as a salesman for Capitol Electric Co., the G-E distributor in Salt Lake City, before it was absorbed by G-E Supply.

In 1929, Busey was named Boston district manager for G-E Supply and in 1932 was shifted to home office head-quarters in Bridgeport, Conn., as general sales manager.

For the scope of Busey's work, this chart contrasts G-E's concept of marketing: 1948 vs. 1952.

It is based on the training and development of "a strong professional management group."

It offers vastly more opportunities for men in *line* management, to prove themselves and to profit in the process. It gives *services* management—in engineering, manufacturing, marketing and other functions—wider scope of usefulness. And it frees *staff* or top management to concentrate primarily on "planning, organizing, integrating and measuring" the efforts of all of them

For General Electric Co. and its people, President Cordiner believes the plan and the philosophy behind it unfold vast new "chances for advancement."

Men, and especially young men,

see certain statistics about this fourth largest selling manufacturing concern (after General Motors, Standard Oil of New Jersey and U. S. Steel) as somewhat discouraging:

How can one get anywhere in G-E
—among today's 215,000 employes?
How much room is there at the top?

And how many scores of years does it take to get there?

Take the board. G-E has only 17 directors. Only two of these—Chairman Philip D. Reed and President Cordiner—are officers of the company. Average age of all directors is 57.

As a group the 48 officers and division general managers average 53 years. The directors have been guid-

ing G-E, on behalf of 254,000 shareowners, an average of nine years. The officers-general managers have been plodding upward in the company for 28 years, and they did not reach present rank until they were 48.

Many a mother would like her son to grow up to be president—say, of G-E. So would many of the sons. But in six decades the company has employed only five presidents. The first four held the job an average of nearly 15 years each. The current incumbent at the big brown desk on the 45th floor of a pinkish brick tower at 570 Lexington Ave., Manhattan, seems spry enough to last the 13 years more until retirement at 65.

G-E's ranks expand at a net rate (continued on page 118)

FIEL

Ralph J. Cordiner sold appliances for Pacific Power and Light Co. while majoring in economics at Whitman College, Walla Walla, Washington, where he was born in 1900.

Cordiner, in 1922, became a commercial manager of a division of Pacific Power, and within a year was working for Edison General Electric Appliance Co., G-E affiliate.

G-E sent Cordiner to Bridgeport, Conn. There he worked under then Vice-President Charles E. Wilson.

Between 1939-1942 he was president of Schick, Inc., dry shavers, in Stamford, Conn. In late 1942 Cordiner rejoined Wilson in Washington on war production. Six months later he was back with G-E as assistant to Gerard Swope. In 1949 he became executive v-p, and in 1950, president.



CORDINER

MARKETING FUNCTIONS AND ORGANIZATION

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ORGANIZATION

MARKETING IN GENERAL ELECTRIC		MARKETI	NG IN GENERAL ELECTRIC	MARKETING SERVICES	OPERATING DEPARTMENT	
FUNCTIONS	CONTENTS	FUNCTIONS	CONTENTS	DIVISION	OR DIVISION	
		MARKETING MANAGEMENT	-LEADERSHIP -PLANNING -ORGANIZING -INTEGRATING -CONTROLLING -CONTROLLING	VICE PRESIDENT MARKETING	MANAGER MARKETING	
		CUSTOMER RELATIONS	Creating, building and maintaining good relations with customers, potential customers, and trade executions: Sales coordination Inspiring good customer relations practices Personal contact and availability Policy assistance Interchange of information District Marketing Councils	COMMERCIAL VICE PRESIDENTS	ALL G. E. PERSONNEL	
1. MARKETING RESEARCH	Size and location of markets Product research studies Pricing studies Pricing studies Distribution methods and channels studies Sales and advertising plans studies Compelition studies Forecast general business and industry	1. MARKETING RESEARCH	Morketing studies and research for use in all marketing functions Study of current conditions, trends, and forecasts of the conditions and the conditions and the conditions and the conditions —Industry activity and position	MARKETIMO RESEARCH MENCES REPARTMENT	MARKETING RESEARCH	
2. PRODUCT PLANNING 3. PRICING FOR PROFIT	Control of product line Planning new products Appearance design Fackaging	2. PRODUCT PLANNING	Control of products—lines and programs Integrating, planning, and timing, additions, eliminations, and modifications Formulation of pricing, discounts, conditions, terms, and permitted color Products' functions and quality level Appearance, identification, cataloging, and packaging Simplification, standardization, and adaptation Appricable, competitive afferings, markets, buying	PRODUCT PLANNING SERVICES DEPARTMENT	PRODUCT PLANNING	
4. PRODUCTION			motives, and plans vs. results			
5. INVENTORY CONTROL OF FINISHED GOODS		MARKETING	Sales forecasting Sales budgets Sales records and statistics Production scheduling to meet sales requirements Control of finished goods inventory	MARKETING.	MARKETING	
6. MARKETING SERVICES	Sales office management Sales statistics and records Order service Production scheduling Phaished goods inventory control Warehousing Budgetary expense control and anelysis	3. ADMINISTRATIVE SERVICES	Warshousing Order service Markeling affice monogenient (headquorters and field) Markeling expense budgets, analysis, and standards	ADMINISTRATIVE SERVICES DEPARTMENT	ADMINISTRATIVE SERVICES	
7. SALES PLANNING	Formulating sales abjectives Advertising Sales promotion		- SALES MANAGEMENT - Sales analysis and control - Sales training - Management of headquarters and field sales			
8. SALES ADMINISTRATION OR IELD SALES ADMINISTRATION	Sales training Sales training Sales compensation Management of Reld sales force		monagement on recognorms, cure there saves organization and control of coles and distribution channel:		SALES	
9. DISTRIBUTION	Product sales analysis Selection of channels Coentral of distribution costs Discounts, conditions, and terms Control of distribution policy Distribution audit Headquarters sales organization Selling methods	4. SALES	SELUNG Formulating sales objectives and policies Product sales analysis Planning and recommending sales and distribution channels Formulating and recommending distribution policy Analysing needs and recommending on pricing, discounts, conditions, and terms Flanning sales and merchandising programs and methods SELUNG Customer contacts and relations	SALES SERVICES DIPARTMENT	(Sales Management Sales Planning Selling	
		5. ADVERTISING AND SALES PROMOTION	Media relations Radio and television Copy research Sales promotion Eshibit and displays Product publicity Advertising buriness procedures Production and distribution	ADVERTISING AND SAES PROMOTION SERVICES DEPARTMENT	ADVERTISING AND SALES PROMOTION	
10. PRODUCT SERVICE	Establishing service policies Field service organization Headquarters service organization	6. PRODUCT SERVICE	Establishing service objectives, policies, standards, plans, and programs Service training programs Management of headquarters and field product service organization Myaranties and pratection plans Service of products after sale Repair parts (supply, inventory control) Service amonauls and bulletins	PRODUCT SERVICE SERVICES DEPARTMENT	PRODUCT SERVICE	
		7. MARKETING PERSONNEL DEVELOPMENT	Recruiting Selection Training Flicement Development Inventorying personnel Marketing compensation	MARKETING PERSONNEL DEVELOPMENT SERVICES DEPARTMENT	MARKETING PERSONNEL DEVELOPMENT	



They're in The News

THE TAIL OF THE DOG ... might just start wagging The Carborundum Co. Over recent months the company's increased activities in, of all places, the retail field, had reached a point where it required organization of a separate Merchandising Sales Division. Heading it up, as manager, is a native Niagara Falls boy, Fred W. Scott, Jr. He started as a sales trainee with the company, has spent his entire company career in sales. Now he'll be handling personnel, inventories, advertising and promotion as well as sales. He believes not only in giving salesmen high quotas but in rewarding them handsomely when they hit the bull's eye. One of his first moves in launching the new Division was to throw a week's vacation party for the new quota makers on his team. But he pointed out to them that if all of his boys made their quotas each week, he'd know the quotas were too low! He aims to make membership in his Quota Club a hard task. . . . At the moment Fred is busily setting up a national sales force. It will service 33 retail markets. And all this because a company got forced into a larger field of operations.



AND ON WEEKENDS . . . he supervises Cub Scouts: The "he" is E. L. Tabat, A. B. Dick Co.'s new general sales manager. Tabat moved into Dick's key sales spot when its beloved Trueman T. Miller died this summer. Until he took over on his new post he'd been assistant to the president and manager of sales development. As a matter of fact he's been in the sales end of Dick's operations since he came to the company in '36. He began as a salesman, has worked in almost every sales operation on the company's varied selling activities. When he became manager of sales development—a new post at that time—he quickly consolidated several sales planning and development departments for smoother operation, better supervision. He's a great man for keeping abreast: Last year he took a 13-week advanced management course at Harvard, the better to do his job. ... Papa to three lively young Tabat lads, he and his wife are active in community activities. While he keeps the Cubs in line, she's an officer of the local PTA.

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CHEESE ... as well as cheesecake: Meet "Miss Wisconsin," who relies on her state's cheeses-not merely on her admitted pulchritude-to make an impression. Marvene Fischer, through a happy combination of merchandising astuteness as well as wholesome "country-style" beauty, has become Armour and Co.'s leading cheese salesman. She's traveled more than 85,000 miles in 45 states, visited more than 400 cities. And she's passed out an estimated 2 tons of cheese in some 2,000 food stores. Everywhere she goes she tells consumers about the old fashioned Wisconsin cheese packed in the modern, streamlined manner. It all began when Armour introduced a cheese called "Miss Wisconsin." Marvene was made to order to help promote it. Whenever she appears in a town there's heightened promotional activity, by Armour and food market operators. And the way people buy cheese! She travels alone, sans chaperone. "Why," she explains, "I have about 60,000 chaperones-all Armour employes."

MILLIONS ... have jammed on the brakes when they've seen that a restaurant has a "Recommended by Duncan Hines" sign swinging from a post. For the venerable Duncan (right) is to American food what Emily Post is to party manners. And several years ago he began to take care of these millions while they are at home as well as on the road. With Roy Park, a veteran writer, (left) public relations man, food expert, racing car enthusiast — all rolled into one highly vociferous package-he began Hines-Park Foods, Inc. The company doesn't actually produce any foods of its own. But it does license food manufacturers, whose products have passed rigid quality tests, to market under the Duncan Hines label, Today almost 90 ice cream manufacturers in 41 states have wound up their first anniversary celebration under that imprint. Over 150 different foods are sold under the Hines-Park imprint; the latest addition to the family of Duncan Hines foods is bread. It's being sold in a 20-county area of upstate New York, Florida, NE and Iowa. Foods are distributed through brokers; some licensees have their own brokers. So the famous man and the astute merchandizer, who only met in '48, are fast becoming name factors in the food business. And travelers who used to eat and sleep only where Duncan Hines said to, can now sample his wares on their dinner tables.



BY HARRY WOODWARD



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HOW IT'S MADE: David Burton, gm, Chemical Fibre Associates, and Vern Skugrud, engineer, lease this infernal Sno-Gel machine to customers who pour powder into hopper. Somehow, it comes out Sno-Gel.



HOW IT'S SOLD: Gino Magnani, gsm, Sno-Gel, says the quickest way to make a sale is to show customer how thawed Sno-Gel can be restored over and over by freezing it in ordinary refrigerator.

A Product Called "Sno-Gel": Today's **Hottest News in Refrigeration**

It may upset long-established methods for many a company that makes, moves, displays and sells any product which requires cold for preservation. It's in the run-away stage, and its dazed sponsors see no end to possible applications.

BY ELSA GIDLOW

Its name is "Sno-Gel." It's an "ice" that doesn't melt.

It's reusable.

It can "ice" a truck without me-chanical equipment.

It will freeze water but will not freeze flowers.

It will harden ice cream, but keep cottage cheese in perfect condition for

It probably is going to permit a wide range of perishable foods to be displayed in busy retail shopping aisles without any electrical connec-

They're selling the stuff in California. And the sponsor-company has more orders than it can fill, more questions than it can answer, more possible commercial applications than it can explore.

The firm is Sno-Gel Co., Oakland, Cal. The principals in it are John P. Staker, president, and Earl H. Kieselhorst, secretary-treasurer. In charge of research and development is H. C. Shepherd, discoverer of Sno-Gel and instrumental in developing its many applications.

The product, in process of development for four years and for sale less than six months, comes in many shapes, forms, sizes and temperatures. They break down into Sno-Gel Ice, Sno-Gel Crushed Ice, Sno-Gel Magic Ice, Sno-Gel Display Ice, Gel-Pak, and so on. We learn new terms such as "cold dogs," "truck logs," "Col-Rol pads," and "Sno-Gellers," "refreezants," and other terms which designate some of the many products now being marketed.

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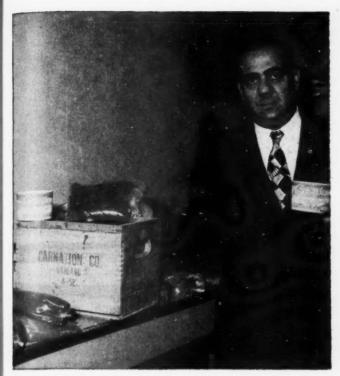
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Sno-Gel is produced from a mixture of "a processed powder and water," explains Earl Kieselhorst. What results from this mixture is a gelatinous substance which holds liquid in colloidal suspension. The substance is packed in plastic containers to facilitate handling, and comes in various sizes of bricks, slabs, pads, cylinders or "sausages." Each of these, Kieselhorst points out, is actually a cold storage battery for cold. Its capacity to absorb heat in refrigerating substances depends on the amount of heat originally removed. This is done by freezing the substance in an ordinary refrigerator, a Deepfreeze cabinet, commercial lockers or cold storage plants. The potential temperature range is from minus 8 degrees to 32 degrees Fahrenheit.



HOW IT'S USED: Magnani shows how slab of Sno-Gel fits on top of Carnation cottage cheese case. Cold goes down, stays down, keeps crate at sustained temperature. No water run-off to damage carton.



WHAT IT LOOKS LIKE: It comes in all shapes and sizes. Here are "sausage" types, called "truck logs," and they're simply cold storage batteries which are thrown atop a truckload of perishables.

Sno-Gel, which will provide the desired temperature, is identified with a color: green for minus 8, blue for 30 degree ice, red for plus 10 degrees, and so on. The stuff may be frozen, thawed, and refrozen any number of times without deterioration. When thawing, it does not diminish in size, neither is there any water run-off or gas.

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The general idea is to have identical "spares" which are being frozen, to replace the ones in use. How long it takes a unit to lose all its refrigerative effect depends on external temperatures and conditions, the amount and kind of insulation, and on the degree of cold of the unit. The coldest thaw fastest. Units which would keep perishables cold in the ordinary mechanical refrigerator temperature range last from 12 to 24 hours. It takes only one-third as much Sno-Gel, in comparison with ice, to do the same refrigerating job. The formula of the substance determines the temperature range.

The most important usage of Sno-Gel at the moment is for refrigerated packaging, shipping, and display of perishable commodities, specifically in the temperature range of 30-50 degrees Fahrenheit, which is considered the critical refrigeration zone for most perishables. Similar usages for the frozen food field will soon be announced.

During the testing period Sno-Gel has proved successful in the trans-



ITS MERCHANDISING APPLICATIONS: With this display unit, packed with Sno-Gel "cold dogs," one firm increased weekly sales of orange juice through retail stores from 200 quarts to 7,500 quarts. Sno-Gel converts any box into cold display unit.

portation, distribution and display of products put out by the dairy, fresh and frozen meat, flower, and other industries. Some of the firms now using Sno-Gel are The Carnation Co., Tuttle Cheese Co., Golden State Co., Ltd., The Borden Co., Ocoma Foods Co., American Poultry Co., Kraft Foods Co.

Tuttle Cheese Co., whose main product is cottage cheese, has found that by placing a slab of Sno-Gel on top of the contents in a master ship-



IT'S A BOON: Retailers can keep perishables cold in topless metal box. At same time it holds Sno-Gel for customers' needs.

ping container, the cheese reaches its destination in perfect condition. A plus advantage is the extension of the selling range without addition of expensive and heavy refrigerative equipment to trucks. Firms such as Tuttle with a small-margin perishable product are enabled to sell further afield, even into blazing desert areas, at low

This brings us to an interesting phase of Sno-Gel's selling procedure. The great strides made in food store point-of-purchase promotion have left manufacturers and distributors of perishable foods somewhat in the rear -in more ways than one. The sensational successes reported on dump displays in markets, in related-item promotions, and other main traffic aisle displays, have been difficult, if not impossible, for manufacturers, distributors and retailers to extend to items such as dairy products, ice cream, cheese, fresh and frozen meats, poultry, fish and other high-profit perishable foods. The reason: Such items cannot be featured outside of refrigerated display fixtures.

New Display Techniques

Sno-Gel promises to alter all this, making it possible to feature perishable foods in special merchandising promotions and displays, the techniques of which originated in Pacific Coast super markets and have spread eastward across the nation. The ice which does not melt or change its surface area or shape, which is odorless and flexible as to size, form, and temperature, can make of any box or basket, even a corrugated paper carton, a refrigeration unit for movable displays.

Taking this fact as a major selling point, the company has designed a convenient and inexpensive display unit for retail stores. It is an opentop metal box on short legs with casters. The container is insulated with a two-inch lining of fiberglas and iced with 12 jumbo Sno-Gel "cold dogs." Since the cold dogs can be refrozen in the grocer's own frozen foods or ice cream cabinet and used many times, the cost of refrigerating the unit is practically nil.

The company offers these units to processors and distributors of perishable products as display and sales promotional tools for use in selling food stores and markets. They are also offered to grocers and other retailers of foods for making dump displays or main traffic aisle displays. And they are used in a third way: to sell Sno-Gel consumer units, called: "refreezants," through markets and other retail outlets to people planning picnics, trips, vacations or any excursion where cooling or icing would be a convenience, comfort or necessity, and mechanical refrigeration is unavailable or impractical.

Tests by a number of manufacturers or processors who have put on spot promotions of perishables with the aid of the Sno-Gel display unit and icing units have produced startling results. Ocoma Food Co. wanted to find out what would happen to sales of frozen chickens if they could be shown in busy customer traffic lanes in food stores. Packaged chickens were placed in some of the Sno-Gel display containers along with the necessary number of "cold dogs" or refrigeration cartridges. Market managers or operators were persuaded to wheel the displays, with appropriate signs and price marks, to the front of the store or where most people pass during a day's shopping trip.

One store, Broadway Shopping Center, Burlingame, Cal., sold out of one Sno-Gel display 84 cases (24 chickens to the case) in three days. An Oakland, Cal., super market sold 90 cases of frozen chickens out of three of the display units in a threeday promotion. In each case this was a complete sell-out of stock on hand.

In another test, one of the major dairies arranged for a test promotion on cottage cheese in an Oakland market, Sixth Street Market. Cottage cheese was shown for three days in one Sno-Gel display unit in a main traffic lane. The single unit sold 1,457 pounds of cottage cheese in the three-day period. Each day was described by the market manager as a complete sell-out. At another super market in the same city one of the display units sold 193 pounds of cottage cheese at a special price in one day. The following two days the same display in the same location, with the cottage cheese priced at the regular price, sold 183 pounds. One firm succeeded in increasing weekly sales of orange juice through retail stores from 200 quarts to 7,500 quarts a week-attributable to the use of Sno-Gel display units.

An interesting commentary accompanies these tests. In the chicken promotion and the cottage cheese promotion tests, it was observed that all other (not specially displayed) products of the company making the Sno-Gel tests were stimulated as a result of the displays and that sales continued on a higher level even after the displays were removed and the foods returned to their regular display cabinets.

These results are putting star dust

in the eyes of incredulous manufacturers - and retailers - and making Sno-Gel's selling job mainly a problem of getting about fast enough, with a small selling staff, to satisfy the demand which is taxing the company's still limited production facili-

The potential for Sno-Gel in packaging and shipping perishables has scarcely been touched. One development in this field is production of truck logs for refrigerating trucks.

Background and reason for this development is the fact that quite a few shippers of perishable commodities require refrigeration only during certain months of the year. To provide mechanically refrigerated trucks under such circumstances, Kieselhorst and his associates argue, is not economical because of the heavy investment in mechanical truck refrigeration used only part of the time, and the increased weight of the truck and consequent operating expenses. A set of truck logs, on the other hand, certain shippers are told, will refrigerate a load of perishables at nominal cost by comparison, and the truck is free of excess weight during the months refrigeration is not required.

Mighty Cold Sausages

Truck logs are Sno-Gel substance enclosed in large canvas tubes with a polyethylene inner liner. They are 28 inches long, 5 inches in diameter, and are linked in pairs, sausage-wise, by a 4-inch "handle." Each log weighs 12½ pounds, or 25 pounds the pair. The nature and size of the load determines how many are required to do a refrigerating job. The idea is for the shipper to have one set freezing in cold storage while another set is in use, and to alternate them. Like the smaller units of Sno-Gel, truck logs thaw and can be frozen and reused countless times without diminution or deterioration.

Truck logs (or any Sno-Gel refrigerant), having no water run-off, can be packed on top of a load. Cold goes downward, resulting in more even distribution of cold air through-

out the load.

Again, because of the absence of water run-off, there is no pathway (as with melting ice) to conduct heat to the logs.

The surface of Sno-Gel does not diminish as it absorbs heat [thaws] but becomes a self-insulating layer which provides a more constant rate of heat absorption and a longer refrigerative effect.

Because Sno-Gel retains approxi-

C



"Our nation has grown great largely because opportunity is freely given. Only very few people actually make their own 'breaks.' Today, millions of Americans are providing for their personal financial security and at the same time helping in the building of our national defenses. The opportunity to do so is given by business management which affords employees the means of practicing systematic thrift through the Payroll Savings Plan for the purchase of U.S. Defense Bonds."

Nearly seven million employees of industry are "providing for their personal security and at the same time helping in the building of our national defenses."

- they are the men and women who availed themselves of the opportunity referred to by Mr. Hahn the opportunity to enroll in the Payroll Savings Plan for the systematic purchase of U.S. Defense Bonds.
- they represent a high percentage of their companies' employees—in plant after plant, the averages are climbing to 60%, 70%, 80%—even higher.
- their investment in Defense Bonds-and Americaadd up to \$140 million per month.
- they constitute a large block of the men and women who on December 31, 1951, held Series E Bonds

amounting to \$34,727,000,000-\$4.8 billions more than the cash value of Series E's outstanding in August, 1945.

Not far from you is a State Director of the Savings Bond Division. He will be glad to tell you how easy it is to give your employees a Payroll Savings Plan. Or, if you already offer the Plan to your people, he will show you how to conduct a simple person-to-person canvass of your plant—a canvass intended to do only one thing—to put a Payroll Savings Application Blank in the hands of every man and woman on your payroll. Your employees will do the rest.

Phone or write to Savings Bond Division, U.S. Treasury Department, Suite 700, Washington Building, Washington, D. C.

The U.S. Government does not pay for this advertising. The Treasury Department thanks, for their patriotic donation, the Advertising Council and





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mately its original size when expended, void spaces in containers or in the load are eliminated. The advantage to shippers is elimination of damage resulting from loosening, shifting or settling of a load in transit.

Shipping costs can be cut, the company maintains, because the absence of water run-off as Sno-Gel "expends its energy" means that shippers can replace heavy wooden boxes or containers with lighter, less expensive corrugated containers. The non-flowing feature also permits use of insulated containers, resulting in more effective utilization of the refrigerant, which in turn means more economy.

There are fewer delays because Sno-Gel loads require no re-icing enroute. "Sno-Gel goes all the way," the company's sales literature and salesmen point out, "eliminating costly labor and delays and expanding the market by increasing delivery range."

It Smells Not

Other selling points: Sno-Gel is odorless and safe to use in enclosed places. It is available in temperatures adjustable to refrigerating needs, can be reused many times, and can be kept dormant indefinitely. A "dormant" cold dog or truck log is one which is not "expanding its energy" as a refrigerant. Thus, Kieselhorst points out, shippers can pack with Sno-Gel during slack times and avoid ineffi-

cient last-minute labor. An interesting variation of the truck log is the Sno-Gel Zeebelo brick. Half of it freezes at minus 8 degrees and the other half at plus 32 degrees. This refrigerant with a split personality has no inner conflicts. The very cold half of the brick provides a quick cooling and fairly quickly expends its energy. Then the "warmer" half takes over and maintains the atmosphere around the product, keeping it cool at an even temperature for the remainder of the trip. Zeebelo bricks, for example, are used by the American Poultry Co. to ship fresh fowl. The birds must be kept cold but not frozen during transit, hence the advantages of the quick chill followed by the sustained abovefreezing temperature.

In another development Sno-Gel comes right out with what people have been thinking and calls the product "Magic Ice." Magic Ice results when a Sno-Gel processed powder is poured on ordinary crushed ice. This compound melts, and yet it doesn't. There is no water run-off.

Actually, it turns to gel. It is useful to small shippers with no freezing facilities, who covet the 'advantages of the non-melting feature of Sno-Gel. Borden's Portland, Ore., branch is using it to ship cottage cheese.

A phase of this development is a formula which will instantly reduce 32-degree ice to as low as minus 4, and makes it non-melting at the same time. All that has to be done is to add a Sno-Gel compound.

Gel-Pak is a variation promoted

Who's Who at Sno-Gel

Sno-Gel, Inc.

John T. Staker, President Earl H. Kieselhorst,

Secretary-Treasurer

Gino Magnani, Sales Manager

Chemical & Fibre Associates, Inc.

J. C. Shepherd, President

Norwood E. Bottelson, New Machine Development and Design

David E. Burton,

Production Planning

V. A. Skugrud, Production

Frank Carillo, Purchasing

David Bentky,

Marketing and Shipping

by the company as a packaging insulator. This Gel is not frozen. It's a "Gelpak powder" mixed with water which, poured into a container, gels instantly around the products to be protected, insulating them against shock in transit. The company is selling it as an insulator for expensive or delicate instruments, as a seal to keep out cold and protect perishables in sub-zero weather, and as a temperature stabilizer to protect shipments from exposure to frequent and sudden temperature changes en route. Applications to air freight are obvious.

Sno-Gellers, still another development, are machines designed for rental on the premises of volume users of Sno-Gel. They are offered as an efficient and economical method of applying Sno-Gel to mass packing operations. Sno-Gellers convert pow-

der to gel simply and instantly at low cost with the press of a button.

Industries the firm sees as customers for its products, in addition to those named, are those putting out fresh or frozen fruits, vegetables, fish, meats, game, flowers, yeast, Ballaid biscuits, specialty cheeses, butter, candy, pharmaceutical perishables such as serums, and ice cream packaging for home delivery.

The company's sales efforts have been directed mainly to working out and establishing packaging, shipping or display procedures for the commodities of industries it is attempting to sell. Says Kieselhorst: "The success of Sno-Gel will be measured only by the service it can give to satisfied users." With this in mind, the company, in its contacting, may do less 'selling" of its product than research into the prospective user's methods and problems with respect to packaged refrigeration. Here are 9 leading questions asked of anyone interested enough in the company's products or service to inquire or be receptive of Sno-Gel's approaches:

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1. Do you want to use Sno-Gel for shipping or icing displays?

2. For what kind of commodities?
3. What is the size of the individual unit and the number packed per case?

4. What kind of container is now used?

5. What kind of refrigeration is now used?

6. What kind of carrier are you using or would like to use?

7. What sort of freezing facilities do you now have?

8. What is the size of present holding room or box, if any?

9. What is the radius of your market?

The Market: Vast

Although the company has had its doors open for business only four months, it is selling all it can produce and is "swamped with demand."
"We recognize," Kieselhorst points

"We recognize," Kieselhorst points out, "that we have an exceedingly complex marketing problem. We do not have only one product with a few limited uses, we have actually thousands of products with millions of potential uses in all walks of life. Such a vast market is not reached by one or two traditional marketing channels."

All in all, Sno-Gel may turn out to be a boon to the ice industry. Sno-Gel and ice may, in fact, become working partners in a much wider range of icing possibilities.

Would the Golden Rule help sell consumer durables as well as it does industrial equipment?

The experienced industrial marketer knows that generalities don't sell conveyor systems—or safety goggles—in sales talk or in advertisements. He knows that industrial equipment is sold by giving buyers information on what it does for users and how it does it.

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Maybe the industrial marketer would be the last one to say it, but this approach to marketing is a practical application of the Golden Rule—"to give unto my prospects the kind of information about my product that I'd want if I were the prospect."

Would the same approach work for consumer durable goods?

It's the national advertising we're thinking of. Retailers make their ads informative all right. But scan the national magazines and see if you don't agree that a lot of advertising that appeals to the emotions with massadvertising techniques might do better if it adapted the *informative* advertising approach of industrial marketing.

After all, many consumer durables are to the home owner what plant equipment is to the plant owner.

Suppose a manufacturer of power lawn mowers—or electric irons or dish washing machines or food mixers—were to use the industrial marketing approach. He might start by setting up a three-way program of providing useful information when and where it is wanted.

NUMBER ONE would mean informative descriptions in advertisements directed to the home owner who is interested right now. He is a prospect for, let's say, a power lawn mower. He wants to know: How wide does it

cut? How fast does it go? How does it work on a rough lawn? Is it easy to adjust? What does it cost? Who services it when something goes wrong?

Specific information is required at the point of sale

NUMBER Two - useful information for the prospect who has become sufficiently interested to stop in at the store and take a look. This could take the form of an informative label or booklet attached to the product itself. Too many retail clerks are sadly lacking in information about the wares they sell. For the little cost involved it would seem just plain common sense to reveal a few facts about the motor, the drive, the clutch, the adjustment features, the means of lubrication. The manufacturer has put plenty of thought and research and hard cash into producing a design that he thinks is mighty good. Wouldn't this be a logical time to point out why his machine is easier to turn around when you get to the driveway, or less cumbersome to maneuver around the maple tree, or faster to stop when Junior gets in the way? Or whatever? *

Some will say that this is the job for the retailer—as indeed it is. But what sales manager can feel confident that retail clerks know these answers, or even give a hang? After reading a few of the Sales Management articles, "Adventures in Shopping," would it not seem prudent to supply pretty complete information in both the advertising and at the critical point-of-sale?

The short but important step from user to booster

NUMBER THREE in this program of

providing useful information concerns the proud new owner of your product - say your power lawn mower. A booklet or manual, presented or mailed to the new owner of that lawn mower would be read with considerable care. If it helped him use the product more wisely, or make it last longer, or make simple repairs when necessary, your interest would be appreciated; your effort well repaid. Chances are he'd talk about it; brag all over the neighborhood that he had the best doggoned power mower on the street. And mark this well, his volunteer comments to the man next door can be worth any number of generalities in four-color process.

Some purchases are on impulse; others are carefully considered

There's a major difference between consumer goods that are bought "on impulse" and those that are carefully considered for their long-term value and usefulness.

And isn't there a pretty strong parallel between the "considered" purchases of home owners (consumer durables for the home) and the "considered" purchases of equipment for the industrial plant?

If you agree that this parallel does exist, you may be interested in what might be called the Standard Order of Procedure for industrial marketers. These eight points have been listed in a previous message in this series—a kind of check list of methods that just might help you increase profits by building sales at lower cost. If you haven't seen this check list, we'll be glad to send a reprint.

*NOTE: Just after we okayed this message for type lock-up we picked up Sales Management of May 1st and there, on page 38, was a picture of a lawn mower fact-tag that did this job to a "T". Congratulations to Huffman Mfg. Co. and their agency, Yeck and Yeck!

The SCHUYLER HOPPER Company

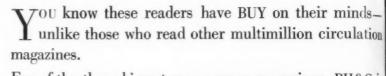
12 East 41st Street, New York 17, N. Y. LExington 2-3135

MARKETING . ADVERTISING . SALES

"Advertising that sells by helping people buy"

WHAT'S ON THEIR MINDS?

You're never in doubt with these 3/2-million families!



For of the three biggest man-woman magazines, BH&G is the *only* one that devotes every page, picture and paragraph to things to try, things to BUY.

This editorial screening naturally attracts nothing but BUY-minded readers—a full 3½-million families of them. In fact, the husbands and wives who read BH&G literally shop their way through it. Isn't this where your advertising counts most—with millions of buyers like these?

BHEG BUYOLOGICAL BRIEFS

More advertising dollars per issue were spent BH&G than in any other magazine. (1st months 1952.)

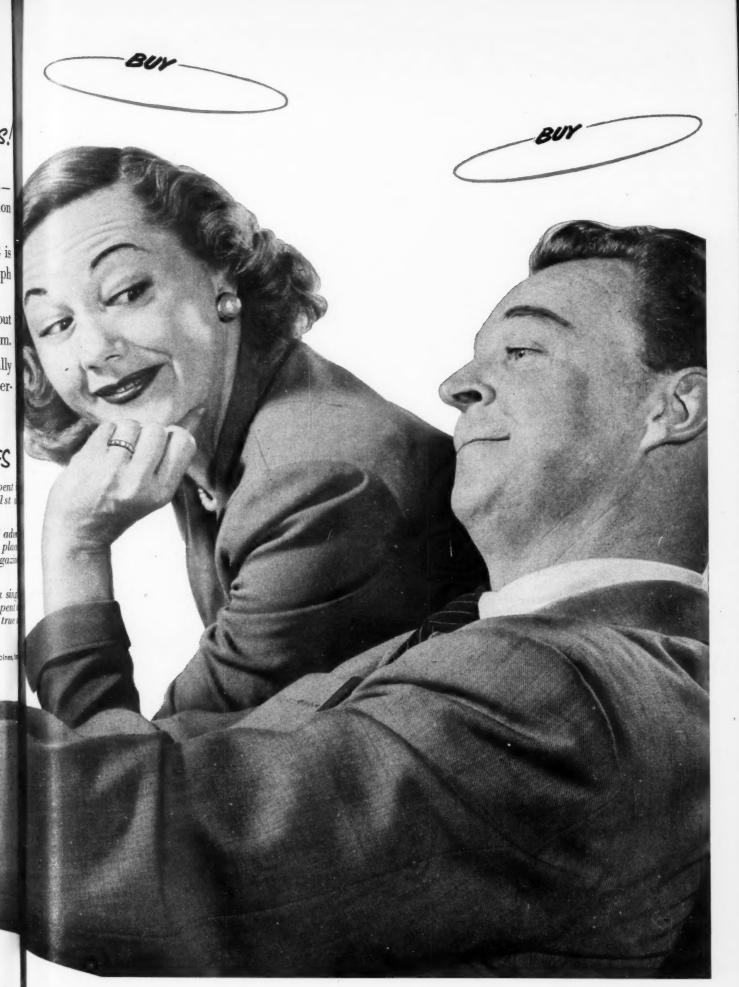
More dollars of advertising, more lines of advertising and more pages of advertising were place in BH&G than in any other major monthly magazine (1st six months of 1952.)

The most advertising dollars ever spent in a sing issue of any magazine ever published were spent the April, 1952 issue of BH&G. (And still true this ad goes to press.)

MEREDITH PUBLISHING COMPANY, Des Moines,

Serving more than 3½-million families screened for the

BUY ON THEIR MINDS!



OCTOBER 1, 1952

People and their Ideas



GOETZ

Albert J. Goetz, for more than 12 years v-p and advertising manager of Pepsi-Cola, has become advertising manager of The American Safety Razor Corp. . . . New advertising director of the Boston Herald-Traveler is Daniel B. Ruggles, Jr. . . . Another NE newspaper which recently announced an executive appointment is the Worcester Telegram-Gazette: Leland J. Adams is its new sales-promotion manager . . . Philco Corp. is establishing a separate Radio Division and has named William H. Chaffee as v-p for it . . . New v-p-sales, Scaife Co., is Sheller L. Steinwender . . . T. Stanley Gallagher, who recently joined Ball Brothers Co., is the firm's new director of marketing research.



LYNCH

After serving Willys-Overland as senior staff executive, **Douglas C.** Lynch is now with The Brush Development Co. as v-p in charge of sales.

Be Prepared

"With the future of America tied closely to the success of the distribution function, it is foolhardy not to professionally prepare the men upon whose shoulders the entire burden rests . . . The sales profession as exemplified in contemporary America represents the mechanism through which our entire nation has attained a standard of living that is the envy of the entire world." Joseph Kolodny, managing director, National Association of Tobacco Distributors, in an address to the Professional Sales Club of New York. Kolodny believes that since selling is a profession there should be professional schools to train salesmen as doctors and other professional people are trained.

How to Waste Money

"A salesman could stand in my doorway yelling for years that I should buy life insurance as a prestige symbol to impress people. And he would never sell me. This is the parallel with the advertiser who beats his drums enthusiastically but uses appeals which will never move the customer to buy. I definitely take issue with the people in advertising who follow this theory of 'beat-the-drumand-something-is-bound-to-happen." Readership studies and rating services have accentuated the idea that building an audience is the primary func-tion of advertising . . ." Pierre Martion of advertising . . ." Pierre Mar-tineau, Research Division, Chicago Tribune. He thinks advertisers shouldn't forget that people have motives for purchasing.

Business and Government

Secretary of Commerce Charles Saw-yer had this to say to the Sales Executives Club recently in New York: "To keep our industry producing and our labor fully employed, to face and surmount the perils peculiar to this semi-mobilization economy, we must continue confidence and cooperation between industry and government... The Commerce Department will need your help in determining how the vast fact-finding and analytical resources of the government may best be used in helping industry seek out and open new avenues of distribution."



DULL

John A. Dulin has been appointed national retail sales manager for Plough, Inc. He joined the company in '46 as a retail salesman, has moved steadily up the ladder . . . Schenley Industries, Inc., has a new president. He's Ralph T. Heymsfeld, an officer of the company for 18 years, a bare 44 now ... Fred S. Dunham, Jr., who for several years has supervised sales for Bonney Forge & Tool Works, has been named director of sales . . . Appointment of Charles J. Enderle as manager of sales and Earl H. Norling as manager of retail sales education for the General Electric Co.'s Major Appliance Division has been announced . . . Robert H. Bear is the new sales manager, Phonograph Division, The Rudolph Wurlitzer Co.... D. C. Griffin, long identified with Remington Rand, Inc., has been elected president of Robotyper Corp.



STALEY

A Nebraskan, who has served in a variety of executive posts on the Chevrolet sales staff, has been named assistant gsm of Chevrolet Motor Division, in charge of the western half of the U.S. He's K. E. Staley.

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... in the production foreground

No one's trying to claim that MODERN MACHINE SHOP is a "tool of production." But wherever you find production executives, there you'll find MODERN MACHINE SHOP. You may find it in the plant manager's jacket pocket, set aside for a few quiet moments at home... on the master mechanic's desk, where he dropped it after checking an article on coolant use... in a process engineer's hand, as he shows the purchasing agent an ad for chrome plated taps... or, as shown here, on the general foreman's shop desk, where he left it to answer a hurry-up trouble call.

These men and many others, whose titles depend more on the plant where they work than the work they do...have one function in common. They purchase, specify, recommend or influence the buying of equipment and supplies for their plants. They read MODERN MACHINE SHOP for authentic, practical reporting of modern production methods, equipment and processes.

When you use MODERN MACHINE SHOP you address a sales message to its 40,000 circulation ... more important buying factors than any other publication in the metalworking field. As a matter of fact, MODERN MACHINE SHOP'S "plant circulation," 28,000 individual plants receiving one or more copies, is larger than the total circulation of many "leading" metalworking publications.

Put your money where your market is...in MODERN MACHINE SHOP. Get maximum readership, maximum results in the magazine production executives prefer.





MODERN MACHINE SHOP

431 MAIN STREET, CINCINNATI 2, OHIO

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Curious Dealers Seek Dearborn's "4 One-Thousand-Dollar Ideas"

This producer of area heaters wanted field salesmen to rate 8,000 dealers on 12 keys to sales power and to dramatize the 4 basic practices employed by all successful retailers. A bit of mystery took the "preachiness" out of a booklet.

Based on an interview by Thomas J. Maccabe with C. N. HINDS . Director of Sales, Dearborn Stove Co.

Dearborn Stove Co., Dallas-Chicago, has found that all successful retailers employ four basic practices. They are not new; Dearborn would be the last company to claim them as original. "But," says C. N. Hinds, director of sales, "it is amazing how many dealers do not know about them." Here they are:

1. Advertise.

2. Provide a time-payment plan. 3. Use an incentive-pay plan for sales personnel.

4. Develop attractive store dis-

"A dealer is tied to one place," Hinds explains. "He has little chance to get new ideas. It is the salesman's job to service his dealers by giving them new ideas."

The Best Method

After considering how best to tell retailers about their four fundamentals, R. M. Liedstrand, Dearborn's president, hit on the idea of preparing an attractive, pocket-size booklet. He calls it "4 One-Thousand-Dollar Ideas." In 1951, 10,000 copies were printed and 7,000 were allotted to the Dearborn Southern Division.

Dearborn's central office is in Dallas, but it has virtually autonomous northern and southern divisions, with headquarters in Chicago and Dallas, respectively. They are divided by the Mason-Dixon line and extend to the Pacific Coast. Founded in 1937, Dearborn now has 30 salesmen selling to 8,000 dealers.

Copies of the booklet were put in the salesmen's hands for the 1951 area heater season, which runs from June through December.

Dearborn decided that the way to

make dealers see what their problems are and take steps to solve them was to make them curious, arouse their interest in Dearborn's four fundamentals.

Four symbols are used: a square, a triangle, a circle and an octagon, one symbol for each idea. The symbols are shown in the booklet and on route sheets so the salesmen can grade dealers on each of the four elements of success.

"What Do They Mean?"

The four symbols on the route sheets arouse the dealer's curiosity. He asks what the mysterious marks under mysterious symbols are all about. The salesman then presents "4 One-Thousand-Dollar Ideas." He tells the dealer that he is grading him on the basis of four fundamentals all successful retailers employ, and that he may have a copy of the booklet describing the ideas. Result: The Southern Division has distributed 6,500 of its 7,000 copies to dealers who have asked for them. The Northern Division reports similar results.

"Instead of a salesman asking a dealer, 'What do you want?' we suggest how the dealer can help himself, Hinds points out. "In many cases, a salesman tells a dealer about the results other dealers get from the booklet and shows him how he, too, can

Here are the highlights of "4 One-Thousand-Dollar Ideas":

"Why do some stores sell many times as much merchandise as other stores with comparable operating capital and sales locations? We've looked diligently for these hard-to-find answers. So far, we've found only four we think worth telling you aboutfour elements that almost every growing, profitable and all-round successful retailer of our products employs. The adoption of any one of these four elements is worth \$1,000 to the average retailer who is not already using it.

"1. The best retail merchants ad-

"It actually costs less to tell the sales story this way than any other. Then, too, it's the only way a retail merchant can collect his full share of the sales started but never fully completed by national advertising campaigns . . .

"This national advertising starts the sales ball rolling, but not until the retail merchant shouts at the local level, 'We've got X Brand on display right here at 700 Main Street,' is there much chance of a sales actually

being consumated.

"2. The best retail merchants have

a time payment plan.

"The adoption of a really good deferred payment plan has and will again push sales four to eight times higher than a straight cash sales plan. In that extra volume lies a boost to profits, which most retail merchants need . . . I have heard many merchants say, 'I can't compete with the big stores because they sell on time, and I can't afford to,' when the whole truth is, he couldn't afford not to.

Installment Plan

"If you do not have a time payment plan, it would pay you to have a talk with your local banker. Most bankers are willing and able to offer you a well thought-out plan of selling on time payments.

"3. The best retail merchants have an incentive pay arrangement for re-

tail sales personnel.

"No way has yet been devised that drives salespeople into finding out what to say and better ways of saying it and drives them into saying it more often than the lure of more for more ... Losses can be turned into profits and low profits pushed into higher profits by adopting a well-thoughtout bonus, incentive plan or salary and commission basis of pay to replace a straight salary arrangement.

och column, score p is indicated. Points staled and dealer cl ed according to the owing formula:	are lassi-	B dealer, 50 — 90 C dealer, 21 — 49 D dealer, 0 — 20	A ret	LVE KEYS TO RETAIL Prail dealer "potential" evalued designed for the December Company for use by December.	uation arborn	Type Dealer City & State Terr. No. Sale Date	esmai	1
		A (10 points each)		B (5 points each)		C (3 points each)		D (O points each)
TORE LOCATION		Downtown shopping district—heavy floor traffic		In a neighborhood central shopping area—good floor traffic		in central shopping area but known address — steady trade		Neighborhood type store — poor location, not well known
TORE SIZE		Departmentalized — Several departments — more than one floor		A big store—separate departments on one floor		ium sized, may or may not have rate departments		Small store — not departmentalized
TORE REPUTATION		Highly regarded by competitors		No adverse comment by competitors	Unki	nown factor — new in business		Poor reputation
REDIT RATING		Superior credit—high 'limit		Medium line of credit	Limi	ted line of credit		Low line of credit or C.O.D.
USTOMERS		Appeals to masses. Everybody shops here.		Steady customers — regular trade Specializes in repeat business	Cust	tomers drop in to buy a definite		Appeals to second hand trade
ONSUMER CREDIT		Complete consumer credit, charge, time payment plan & lay-away		No charge accounts, sells either cash or time payment plan	1	ally cash — credit extended only pecial cases		Cash only — no credit plan available
DVERTISING		Regular user of local advertising — several times weekly		Frequent user of local advertising — several times monthly		asional user of local advertising since or twice a year		Never advertises
EATER MPORTANCE		Heaters are a major line—large stock often promoted		Heaters a side line, nice stock, secondary importance		ters incidental to major lines, Il stock, not promoted		Stocks one or two, or sold by catal
INDRED PPLIANCES		Carries full line of appliances and/or sells gas		Carries some major appliances and household goods		ries no major appliances — sells liture, hardware, plumbing, etc.		Is in a business unrelated to appliances
DISPLAY AND DEMONSTRATION		Good size display — merchandise can be demonstrated		Good size display — merchandise not connected for demonstration		chandise display haphazard — no ention given to effectiveness		Merchandise just fitted into available space
PERSONNEL		Aggressive, well-trained sales force— Welcomes help from manufacturer		Good sales force — aggressive but not well trained		sales force, not aggressive or I trained but likeable		Clerks will wrap up anything you b
ALESMAN COMPENSATION		Salesmen paid commission, or salary and commission		Salesmen paid salary with occasional bonus or spiff	Cle	ks paid salary — no incentive		Family work for the business
TOTAL CHECK MARKS		TOTAL CHECK MARKS		TOTAL CHECK MARKS	**************************************	TOTAL CHECK MARKS		_x 0 =

Dearborn Stove's 30 salesmen now have specific bench marks by which to rate their dealers. Over-all, the company now knows the strength and weakness of its distribution.

"4. The best retail merchants have attractive store displays.

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"One good look at a really good looking display of merchandise starts more buying urge than any other sales effort that costs twice as much. If the merchandise can be demonstrated, make the demonstration possible... The cost is small and the return high."

Hinds maintains that the salesman's biggest job is to build up the dealer, "not just for our merchandise, but for everything he sells. For instance, you'd be surprised how many dealers don't know they can go to a banker and arrange a time payment plan."

In the fall of 1951 Dearborn decided to implement the booklet with "12 Keys to Retail Power," a sheet listing 12 points on which to evalu-

ate dealers, to point up their weaknesses and to show what their potential sales of Dearborn heaters might

The company is now eliminating the connection between a store's rating and the number of heaters it should retail. The tie-in is being cut out, Hinds explains, because the company has found that the way to increase sales is through a 100% emphasis on service.

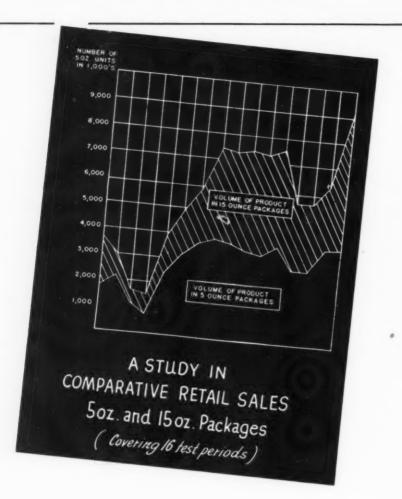
Oklahoma Experiment

As an experiment, a new salesman was sent to Oklahoma to devote all his time to service. He went to retailers and volunteered to do anything to help out. He even swept floors. After providing this genuine service, without mentioning sales, the Dear-

born salesman received orders for as much business as the regular salesman in that area received.

"12 Keys to Retail Power" helps the salesman to rate each store as A (10 points), B (5 points), C (3 points) or D (no points) on each of 12 standards. The dealer can get a maximum of 120 points for the following:

- 1. Store location
- 2. Store size
- 3. Store reputation
- 4. Credit rating
- 5. Customers
- 6. Consumer credit policy
- 7. Advertising activity
- 8. Heater importance
- 9. Kindred appliances
- 10. Display and demonstration
- 11. Personnel
- 12. Salesman compensation



sales manager "aids"

It may be help on the problem such as faced a national sales manager not long ago . . . how much sales pressure should he put on the large economy package?

Whatever your sales problem is . . . be it new product or a complete sales program . . . have it evaluated by over-the-counter sales . . . before you ask Management to back it nationally. For years leading grocery and drug advertisers have been using Burgoyne store panels . . . to determine the probability of success of new products, new prices, new promotions, new advertisements.

15 Burgoyne test cities give you a good choice for your pretest . . . where you have normal product distribution . . . you or your agency can check the program first hand. Write for our "October Data File."

BURGOYNE

Grocery and Drug Index

FIRST NATIONAL BANK BUILDING

CINCINNATI 2

After a dealer is rated, the salesman talks with him about what he can do to increase sales volume.

"One salesman has been in so many stores that he knows what the store needs immediately he walks in," says Hinds. "He has a mental picture of what makes a good retail store. Many people wonder why a new salesman finds it difficult to sell until he has been in the field a while. The 12 keys help him to rate a store and proceed with his biggest job—building a dealer."

The rating program is a continuing one, with salesmen encouraged to urge their dealers to improve their

point totals.

Dearborn carries its stress on service into contests for salesmen. For example, a "Kris Kringle Coast-to-Coast Gold Rush" contest was run last year from October 1 through November 30.

Points were awarded to salesmen who convinced dealers that they should join in Dearborn cooperative advertising. Additional points called "gold nuggets," went to salesmen who had the largest number of orders each week — not the largest number of units sold, but the largest number of orders from different dealers.

Salesmen also won "nuggets" for

Salesmen also won "nuggets" for holding dealer sales meetings, helping them to improve window and floor displays and to develop direct mail

advertising drives.

Dearborn is convinced that emphasis on service explains why sales are up this year, while the sales of the gas heater industry as a whole are down. "We are proud of our merchandise," says Hinds, "but much of our success is the result of service."

IF A CUSTOMER ASKS "When can I expect delivery on 100,000 Kum-Kleen labels?" he gets a quick answer from Avery Adhesive Label Corp. salesmen, who have only to consult their production schedules to see when shipment will arrive. They are not concerned with any changes in product output because each week the schedule is brought up-to-date. The customer, knowing when he will receive the labels, can make his plans, save expense and avoid unexpected interruptions in business routine. Result for the company: errors and delays are less than 1%.

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Would You Like to Hire a King?

King Calico, who wears calico because he can't afford ermine, now holds court every Monday through Friday on Station WNBQ in Chicago between 5:30 and 5:45 p.m. This little fellow and members of his Calico Kingdom are ready to deliver the child audience of Chicago television for you. Holder of many honors and awards including "best children's television program in Chicago in 1952" as voted by the Chicago Federated Advertising Club, King Calico is the favorite of everyone.

Yes, SOME SPOTS ARE BETTER THAN OTHERS

And in Chicago, the best spots of all, like KING CALICO, are on Station WNBQ where advertisers meet MORE Chicagoland viewers than any other Chicago television station. A WNBQ or NBC Spot salesman has the complete story.



Represented by

NBC SPOT SALES





FOR GERBER's it is an ideal sampling operation.

Throw in a Free Case Of Baby Food...

... and, if you are Staffin-Johns, you'll open 1,000 new accounts, triple sales, and put the factory on 2 shifts. There is nothing wrong with the baby mattress business which a combination offer to Mom & Pop won't solve.

Based on an interview by David J. Atchison with JOHN H. HAAS, General Sales Manager, Staffin-Johns Co.

When a specialized industry sees an ever-growing market for its products, but operates on a three-or-fourday work week, the time has come for self-analysis. This was the position of the baby mattress industry at the end of 1951 when Staffin-Johns Co., Chicago, decided to feel a few pulses and the company came forth with the prescription that new selling methods were needed. Result: Staffin-Johns' business has tripled since the first of the year.

John H. Haas, general sales manager, knew that the actual user of his company's product had little say in the matter of what he slept on or what he ate. Mom and Dad were the ones to appeal to, and they must be offered an incentive to buy. "We knew we must offer parents a worthwhile premium," says Haas, "and offer it without cost to our distrib-

utors and dealers. We came up with an unrelated item in a related field of selling—Gerber's baby food." An arrangement was worked out with Gerber Products Co., Fremont, Mich., to supply one case of baby food with each mattress sold.

The obvious, readymade season to launch the promotion was National Baby Week, April 28 to May 5. As a result of that week-long sales promotional program, almost 20,000 new baby-customers are sleeping on Staffin-Johns mattresses and are probably still eating Gerber's baby foods.

Word of the impending Baby Week promotion first went out early in the year to distributors. It was announced that with each of the three higher-price crib mattresses "bought by customers for Baby Week selling, one 24-can case of Gerber's baby food will be sent to the dealer

to use as a giveaway during the sale, representing a retail value of from \$2.40 to \$2.60. The baby food is free and shipped to the dealer without shipping costs. Each retailer was asked to buy 10 mattresses for the event.

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Staff

Distributors received, with the announcement, samples of sales promotional aids available to furniture and department stores that would participate in the sale:

1. Two-page, two-color advertisement to the trade in *Juvenile Merchandising*

2. Full-page advertisement in Small World Magazine
3. Advertisement (600 lines) in

Retailing Daily
4. Proofs of advertising mats for

4. Proofs of advertising mats for retail store use

5. Counter display cards

6. Window streamers
7 Reprints of national n

7. Reprints of national magazine advertising promoting the deal to mothers

There were stipulations to be met by dealers. To receive the baby food free the dealer had to run one of the advertising mats supplied with the shipment, and to submit to Staffin-Johns a proof of the advertisement. The dealer was certain to be clear on one point: Unless he advertised, he would be billed for the baby food. If a dealer wished to prepare his own advertisement, he was asked to submit it for approval to the company's advertising agency, Gershuny Associates, Inc., Chicago.

The Educational Phase

Haas urged distributors to "point out to dealers that this is the first National Baby Week promotion for crib mattresses, that it is a natural for creating traffic and favorable attention, and that it involves no expense whatsoever on their part." It was emphasized that the promotion was not and did not even smack of a "cut-price sale." The dealer's profit margin was unaffected. March 24 was the deadline for orders.

Manufacturer's agents who handle Staffin-Johns crib mattresses had 21 salesmen on the road prior to the Baby Week promotion. Obviously, they couldn't cover all outlets in the country; they called on regular accounts and as many new ones as possible. Dealers who had always bought low-end merchandise ordered the topprice mattresses in the line, and continue to do so. Other results:

The five Staffin-Johns factories swung over to two shifts, full week.

Approximately 1,000 new accounts

were opened.

Sales of other Staffin-Johns products increased: play pen pads, high chair pads, side-bumpers for cribs—a total of 40 items.

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The 20-year-old Staffin-Johns Co., with factories in New York, New Brunswick, N. J., Chicago, Los Angeles and McGregor, Tex., has production facilities to manufacture adult-size mattresses. Executives considered doing so before the juvenile market slumped last year. John Haas, who joined the firm in 1948, was convinced the answer to the slump was new promotions, not new products. The Baby Week promotion was so successful the company has abandoned the idea of entering into competition with large mattress manufacturers. Staffin-Johns is convinced the juvenile market has hardly been scratched.

Just Wait ...

Plans for next year's promotion are under way and, according to Haas, it will be more ambitious: "We hope to have our own sales force trained and on the road well before the 1953 National Baby Week—salesmen who will concentrate on selling Staffin-Johns products." First recruits to the new sales force are now being trained in factories to gain background in products they will handle.

"We hope to build our sales force with men who have had selling experience. But we prefer this experience to be in fields other than juvenile products—especially crib mattresses." Haas feels open-mindedness is an asset in a man setting out to sell an

unfamiilar product.

As a result of last spring's advertising and sales promotional campaign, Staffin-Johns received inquiries from dealers indignantly posing the question: "Why didn't you come to us? We would have liked to be in on it, too."

"Next year," says Haas, "we shall offer another valuable premium with each higher-price mattress sold during National Baby Week, and we shall offer the campaign to more dealers."

offer the campaign to more dealers."
"Rock-a-bye Baby" may be a fine nursery song, but it will not find Staffin-Johns asleep on the job.

The leader uses words that go through men's minds — simple words to meet their emotional needs. That's how he gets action.

> By James F. Bender The Technique of Executive Leadership



Safety Conscious MAYFLOWER VAN OPERATORS Mean Safe, Dependable Moves For You!

You're safer with Mayflower on your personnel moves! Mayflower van operators participate in the American Trucking Association's Safety Program, The National Safety Council's Safety Program and the great majority of them are safety award winners. Their records represent millions of miles without chargeable accidents. For each year of accident-free driving, Mayflower, as a part of the program, makes regular cash awards, and in addition, makes special awards for long term records. Regular safety meetings, special safety events, safety slogan contests, and continuous safety bulletins are combined with periodic safety checks on all equipment to keep your employees' goods —SAFE WITH Mayflower

AERO MAYFLOWER TRANSIT COMPANY • Indianapolis



THIS IS THE WAY IT LOOKS FOR 1953 IN

plumbing, heating, air conditioning, appliances



The Major Market Will Be Remodeling

More than 80 per cent of the nation's 45 million homes are 15 or more years old; 54 per cent are 30 or more years old. Here is the *constant* market, a multi-billion dollar market, for modernization—the major market for plumbing, heating, air conditioning, and appliances in 1953.



All Classes of Structures Need Modernization

But homes are not all of the remodeling market. Commercial, industrial, institutional, and farm buildings need modernization, too. All will go in for millions of dollars worth of rehabilitation in the months just ahead . . . so no matter what you sell in plumbing, heating, air conditioning, or appliances, point for the remodeling market in 1953.



The Most Aggressive Selling Will Be Done by Contractor-Dealers

As in the past, domestic engineering contractor-dealers will have the top entree to *all* remodeling work. Domestic Engineering's Bay City Story (in the November issue) will show them new methods for analyzing needs and new techniques for organizing and executing long-range sales campaigns. These contractor-dealers will be selling most remodeling because they are best equipped to sell, install, service, and guarantee.



Your Most Effective Means for Reaching Them Will Be Domestic Engineering

The magazine that will put your products into more modernization jobs because of its skillfully charted coverage of all contractor-dealer interests will continue to be Domestic Engineering. Schedule the November Issue, opening gun in the biggest remodeling promotion ever undertaken—and keep it on your schedule for all of 1953, to get your share of the modernization market *and* new construction, too.

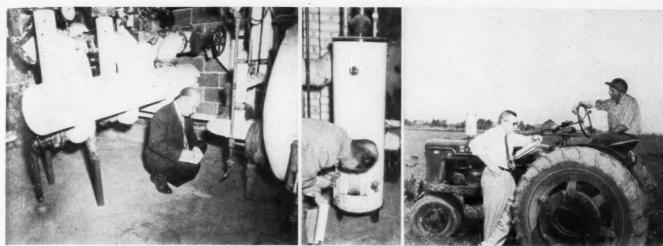
The domestic engineering contractor-dealer is merchandiser of plumbing, heating, air conditioning, and appliances and he installs these products in residential, commercial, industrial, institutional, and farm

buildings. His modern store provides attractive display and effective selling representation. His installing and repair crews complete the sale and keep it sold with dependable service and guarantee.





L si . tl



This is how Domestic Engineering conducted its Bay City Survey of remodeling needs—the most searching, most penetrating study of its kind ever done. Homes, industrial plants, institutions, commercial structures, and farms were visited and their requirements analyzed,

their ability to buy and their buying intentions determined. Thus was the pattern for contractor-dealers everywhere established. The Bay City Story will appear in the November issue of Domestic Engineering.

The Bay City Story

IT WILL MAKE BUSINESS PAPER HISTORY AND TOUCH OFF REMODELING SALES DRIVES ACROSS THE COUNTRY

Sales, advertising, research, and publication authorities who observed the week-long Bay City study called it the most exhaustive survey of its kind ever undertaken. It has established completely new approaches to building modernization analysis and sales. It will appear in the November issue of Domestic Engineering.

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Under the direction of Charles L. Allen, Northwestern University's top market analyst, and the editors of Domestic Engineering, a staff of 40 interviewers literally took Bay City, Michigan, apart, Sept. 6 through 13.

More than 600 personal interviews, lasting an average of 50 minutes each, were completed. The questions asked went far beyond determining building age and extent of use (number of occupants, etc.) Interviewers recorded the facts about operat-

ing efficiency of plumbing, heating, air conditioning, and appliances...learned operating cost data... secured the facts about owners' ability to buy, their buying intentions, and their financial status.

Dr. Allen's interpretation of the data compiled will appear in the November issue, together with Domestic Engineering staff stories on how to sell remodeling to residential, commercial, industrial, institutional, and farm buildings.

There's still time to get your remodeling sales message in the November Issue. Write, wire, or phone your reservation *now*. Forms will close October 15th. Your contractor-dealers, and those you would like to have in your dealer organization, will apply the Bay City exploration to their own communities. They'll be searching out your market for you and selling it. The November issue will set the stage for a 1953 program that will reach into every part of the country.

The November issue will make business paper history, but more important than that, it will touch off remodeling sales drives such as you have never seen before.

In making your sales plans for 1953, point for remodeling. Get the contractor-dealers who will be selling remodeling on your side — through a strong, yearlong schedule in Domestic Engineering, the magazine that shows how.

Domestic Engineering Publications

1801 PRAIRIE AVENUE, CHICAGO 16, ILLINOIS



CHECK-UP STARTS HERE: Operation Bing Bong phone calls were made into each of 16 Westinghouse sales districts. W. B. Creech (right), assistant sales manager, appliance division, spins the wheel, pulls one of 18,112 retail salesmen's entry cards. Now . . .



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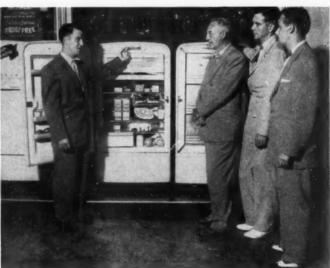
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"LET'S HEAR YOUR . . ." says Creech to a northern Texas salesman who's answered the call from Mansfield, O. If he tells an effective sales story, he's eligible for a Westinghouse prize and both local and national recognition for supervisor salesmanship. But first . . .



THERE'S FIELD TRAINING: E. L. Brunsman (left), Westinghouse factory representative supervises recording of a distributor salesman's story to be given to retailers. Fellow distributor salesmen judge recordings. Here's one of the . . .



STAR RETAIL SALES STORY: William Routzahn (left) of Better Homes Equipment Co., Frederick, Md., tells his prize winning sales story to Westinghouse sales chiefs at Mansfield. The 16 retail winners received a trip to Mansfield plus \$150 cash each. Training really paid.

Westinghouse Brass Get an Earful

4,170 times Westinghouse appliance home office executives, their field salesmen, and distributor heads picked up the telephone and said to a retail salesman, "Let's hear your sales story on the Westinghouse..."

In the business press and in consumer magazines, retail salesmen have been taking a beating. SM's "Adventures in Shopping," the Salt Lake City survey, the *Fortune* articles all have indicated that retail salesmen are not on the ball. Electrical appliances are mentioned in so many examples that it seems the men who sell refrigerators, electric ranges, and laundry equipment are not telling shoppers what they want to know about appliances.

At the Westinghouse Appliance Division, Mansfield, O., the problem is important enough for special activity. If all the Westinghouse advertising and all the promotions (and there have been big promotions — Football TV, the Freedom Fair, Convention TV all on top of the usual advertising), are sending prospects into stores

and prospects are being turned away by poor sales stories, something should

be done about it.

In the Westinghouse appliance distribution system the factory representative trains the distributor salesman. The distributor salesman then trains the retail salesman. In this setup the duties of each man are well defined, but there is always a question at the factory that breaks itself into four points:

- 1. Is the material used?
- 2. Do the factory representative and distributor salesmen do the training job?
- 3. How much attention does field sales management give to checking on the training job done?
- 4. How much of the story can the retail salesman tell after he has been trained by the distributor salesman?

Operation Bing Bong was set up to help answer these questions. The plan was built around a telephone check by top sales management on the sales stories being told by retail salesmen. The sales manager telephoned the retail man:

"Let's hear your sales story on the

Frost-Free refrigerator.'

If the retail salesman told a good story he won a prize. The distributor salesman who trained him also won a prize. Thus there were incentives for both men. Here was the procedure:

1. Two stories were developed, one on the Frost-Free refrigerator which covered 5 points, one on the electric range which covered 4 points. No canned sales story was prepared. Any smart retail salesmen would cut the canned story out of the printed piece, put it on the wall over the telephone, or carry it in his wallet. Many retail salesmen did write out their stories.

One of the retail salesman winners confessed: "When the contest was announced, I typed up that story on the refrigerator and pinned it up on the wall above the telephone. I wasn't taking any chances. I figured that when a call came in and some guy at the factory asked me for my story I would grab that paper and read it off to him. I found, though, that by the time the call came somebody had taken the paper off the wall, but I had the story pretty good and didn't need the printed sheet."

2. Factory representatives held audition contests in which the distributor salesman was taught the story. Recorders were used. Distributor salesmen in each house who told the best story won prizes.

Note: Recordings made by distributor salesmen in one house were judged by distributor salesmen in another house. Each distributor salesman thus listened to 8 or 10 recordings of the story he had to teach retail salesmen to tell.

- 3. Bing Bong was announced March 1. Factory representatives were given six weeks to train distributor salesmen (the trainers). April 28, two weeks before the first telephone call was to be made, a national telephone conference was arranged between factory sales executives and distributor executives. This conference was to make sure that each field executive checked to see that the retail salesmen in his territory were ready for the telephone calls. The conference put all the Big Brass to checking.
- 4. Distributor salesmen (the trainers) then trained the retail salesmen to tell the two stories.
- 5. When a retail salesman was trained, he was given a post card to mail to the factory. The card registered the retail salesman for the telephone calls.

How They Did It

6. The Factory Sales Training Department drew cards each week and assigned names to be telephoned by distributor, field and factory sales executives. The drawing was arranged so that calls would be made into each sales district each week. In fact, each week at least one call was made into each distributor salesman's territory. The executive asked, "Let's hear your sales story on the Westinghouse Frost-Free refrigerator." A similar question was asked when the call covered the Westinghouse Speed Electric Range. These calls were made over a four-week period. Telephone calls were then made each week by:

by:
The factory merchandise manager,
Refrigerator Department;

The factory merchandise manager, Electric Range Department;

8 district sales managers;

17 distributor district managers, and 5 calls each week by 125 distributor branch sales managers.

In four weeks of telephoning, 4,170 calls were completed.

- 7. If the retail salesman covered the points listed in a good story he was told by the executive, "Well, Mr. Ajax, you have just won yourself a prize." Prizes ranged from \$5 to \$50, depending on who made the telephone call
- 8. If the man messed up the story, he got the "I'm sorry" treatment, with a consolation prize. (You have heard this technique on the radio quiz shows.)
- 9. For the grand finale of the telephoning, the top sales executives at the factory made calls until one winner on ranges and one winner on refrigerators was picked in each district. The 16 winners won an allexpense trip to the factory plus cash awards of \$150.
- 10. The distributor salesman who trained the retail factory trip winners came to the factory with the retail winners.

The activity was announced to distributor sales managers and sales promotion managers at a meeting at the factory in Mansfield. This was given all the fanfare of the announcement of a new product. At the meeting in Mansfield a large lapel button was given to each man as he came into the room on the day the plan was presented. This button has this lettered on it: "Operation Bing Bong."

A stage presentation showed the men the possibilities of the activity. Good and poor responses to telephone calls were dramatized. There were singing commercials and other verbal pyrotechnics. All types of promotional material was used. There was a Plan Book for the factory field organization and distributor executives and salesmen. A broadside, "How's Your Pitch?" was sent to all dealers and retail salesmen. Another piece, "Note to Westinghouse Wholesale Men" went to the entire distributor organization.

Special letterheads were used for bulletins to the field; they could be used by the factory and the distributors. Registration cards were made up so that the retail salesman could notify the factory that he had been trained on both products. Bulletins went out twice each week to all dis-

BY J. D. LEE, Household Refrigeration Dept. and H. L. WILER, Electric Range Dept. Westinghouse Electric Corp.



THERE'S MORE MONEY
IN DAVENPORT
PER CAPITA

Davenport \$2,074 Moline \$1,898 Rock Island 1,881 East Moline 1,590

*National Average — \$1,423

AND MORE LINEAGE
IS PLACED IN THE
DAVENPORT NEWSPAPERS

DAVENPORT NEWSPAPERS Total Lineage 26,852,154
Paper ATotal Lineage 12,426,736
Paper BTotal Lineage 11,107,838

AND YOU'LL GET MORE
FOR YOUR MONEY BY USING
THE DAVENPORT NEWSPAPERS
Newspapers providing the only effective
home-delivered circulation
throughout the Quad-Cities!

MORNING DEMOCRAT * Figures from Sales Management Survey of Buying Power, May 10, 1952

Evening

Sunday DAILY TIMES

DEMOCRAT & TIMES

Serving the Zuad - Cities of

DAVENPORT, IOWA; ROCK ISLAND, MOLINE, and EAST MOLINE, ILLINOIS
HEADQUARTERS: DAVENPORT, IOWA

Represented Nationally by JANN & KELLEY, INC.

tributor executives and salesmen, Some were needlers. Others were reports on progress. So that the distributor sales executive could keep track of what his men were doing, a chart was made for him to put on the wall of his office and keep a record of his local performance. Ball point pens were made available for consolation prizes.

In all, 18,112 retail salesmen were registered; 4,170 telephone calls were completed. Payment of the awards was made to 96% of the retail salesmen who were called. The activity helped to sell training to management. Factory and field sales management were enthusiastic about what they learned from the telephone calls. Distributor sales management, in most cases, made an initial check on the quantity and quality of training being done in their territories. And distributor salesmen, because of the prize and publicity incentives, did a more thorough coverage job on training.

On July 17 and 18, the 32 winners—16 retail salesmen and 16 distributor salesmen—came into the factory at Mansfield. The winners took part in the Annual Honor Club convention, toured the factory, and attended an outing at the Country Club.

Bing Bong was such a success that it will be made an annual affair. The activity proved that a manufacturer can get a sales story told by a high percentage of the retail salesmen of his dealers.

Yes, We Have Reprints!

Sales Management's Readers' Service Department can fill orders immediately for the 16-page feature, "17 Tested Ways to Improve Manpower Leadership," by Burton Bigelow, which appeared as a special insert in the June 15 issue. The editors consider it the finest article on the subject of leadership for the sales organization this magazine has ever printed. It should be passed on to every sales executive in your company.

Prices: one to twenty-four copies: 75c each. Twenty-five to ninety-nine copies: 50c each. Prices for larger quantities on application. Address Sales Management, Readers' Service Bureau, 386 Fourth Ave., New York 16, N. Y.



Everything's Changed But Her Country Cooking

Her meals are still something out of this world, but what a change in the farm wife's kitchen!

Gone is the cast iron stove, the hand pump at the sink and the little coffee mill that hung on the wall. They've gone the way of the scrub board and goose-neck iron and the other symbols of drudgery.

Modern fuels, water systems and equipment have also freed the farm wife's mind and spirit. Today she can enjoy the companionship of her family as well as care for their physical needs... be a business partner with her husband... share in the community life of her neighborhood—and the world. And from it all, she has developed a new interest in herself as a woman.

The new life of farm women is one of the brightest chapters in the story of this new age in agriculture



— a golden age of unprecedented income and better living, made possible by the most efficient and productive farming in history.

Country Gentleman has grown with its people—often leading, always giving impetus to their progress. As a result, it has long been their best-read, best-liked and

most respected magazine.

And as Country Gentleman's influence has grown steadily wider and deeper with the people of the soil, so has it grown with those who serve them.

Retailers in every major line recognize Country Gentleman as the greatest selling force in Rural America...

Advertisers have made Country Gentleman one of America's leading magazines in advertising volume.

Country Gentleman

The <u>family</u> magazine for better farming . . . better living





reach Active-Minded

Americans...



over 2,000,000 family



magazine they read

...and read...



and read..

NATIONAL GEOGRAPHIC!

More than 2,000,000 National Geographic family units cut across almost every business, profession and occupation. They call The National Geographic "our magazine." members of the National Geographic Society they actually own it. They write us as many as 84,000 pieces of first class mail a day. They renew their subscriptions at an amazing rate of more than 87%. Entire families regularly read and have confidence in the pages of the magazine, both editorial and advertising. They have a warm spot in their hearts for our product. We think there's room there for your product, too!

America's most active minds





Readers' Service Can Furnish These Reprints

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"SPECIAL" FOLKS DESERVE THIS FINE TENNESSEE HAM . . .

Folks just naturally rave over the satisfying nut-like smoked flavor of real country ham, cured by traditional Southern methods, especially the way we do it in Tennessee That's why you'll be mighty proud to give this unusual gift of genuine "Old Time" Tennessee hams.

We've got a fine-looking lot this year . . . one of the finest we've seen in our nearly sixty years of curing hams. Every one is Christmas-wrapped, and they cost less than you'd think. They're fully smoked . . . all uniformly cured. Weigh from 12 to 16 pounds. No refrigeration needed. More information on request. Try one for yourself. Here's sure enough Southern eating at its best.

NEUHOFF PACKING COMPANY

Adams St., Nashville, Tennessee



do you sell to

plant engineering men?

here's how to make it easier for them to buy products used for:



- air conditioning
- communication
- construction
- heating
- instrumentation and control



- lighting
- lubrication
- materials handling
- plant maintenance
- power generation



- power application
- production
- refrigeration
- safety
- sanitation

Plant engineering men are continually in need of information about the many products needed to carry out their job of creating and maintaining all plant facilities and services to production. They constantly consult available manufacturers' catalogs to compare competing types and makes and to decide where to take further buying action—which suppliers to write—whose salesmen to call in.

You can create more and better selling opportunities for your salesmen with a good catalog designed especially for plant engineering men—one that will make it easier for them to buy from you.

Sweet's can help you get the most out of your catalogs Sweet's is an organization of catalog specialists. Here, one hundred and eighty people, working in coordinated departments, stand ready to give you expert assistance in designing, producing or distributing market-specialized catalogs, or, if you wish, to handle the entire operation.

Our services cover the entire range of catalog procedure—starting from the planning stage and ending with printed copies open under the eyes of your prospective buyers. You may order these services separately, or in any combination, as your needs require-





























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Year after year, Sweet's handles more catalogs than any other organization—in 1951, over thirty-eight million copies. During its long experience in this specialized work, Sweet's has taken a leading part in developing and applying principles and procedures which have greatly improved the performance of manufacturers' catalogs. It has helped hundreds of clients find the answers to a wide variety of individual catalog problems.

Whether your problem is one of catalog content and format, or of good printing at reasonable cost, or of catalog distribution to cover your market effectively, or simply to get relief from a vast amount of time-consuming work—you will find the expert help you need in the Sweet's organization.

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FREE. This booklet tells you all about Sweet's services in the plant engineering market. It describes in detail how you can make it easier for plant engineering men to buy from you.

here is how Sweet's can work for you

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rough dummy—outline of content and format. finished dummy—complete content and format specifications, ready for production.

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DIVISION OF F. W. DODGE CORPORATION
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ENT













Any Product — Especially a New One — Sells Faster When You Do This for:

ARCHITECTS

Give complete technical data, use the American Institute of Architects file numbers on literature, print data on standard-size file sheets, punched for 3-ring folders.

DISTRIBUTORS

Bear in mind that a distributor's worst problems are proper identification of products, stocking (keeping together related items used consecutively by contractors, for example), and too much paper work. Can you cut waste motions?

CONTRACTORS

Design your product so contractors can use standard time charges in estimating installation costs, and put their electricians on the job without special training in the installation of your product. Good installation data are a must.

CONSUMERS

Style your product for ready acceptance and promote it. But remember consumers may not insist on your product if architects and contractors raise many questions about it.

How to Extend a Beachhead In the Home-Building Market

Based on interviews by Elsa Gidlow with

P. A. JONES and W. D. RUNSWICK • Co-partners,
and AUSTIN LITTLE • Sales Manager, Pressteel Co.

Pressteel Co., Berkeley, Cal., in 1944 consisted of two partners and one employe. The company manufactured recessed lighting fixtures for a limited local market in a "plant" the size of a four-car garage. Today Pressteel has 100 employes, and annual sales exceed \$2 million. It occupies a modern three-quarter-million dollar plant, sells throughout the United States and abroad. What has caused this growth?

P. A. Jones and W. D. Runswick, co-partners, and Austin Little, sales manager, sum up their policy: "To

make a worthy product is the manufacturer's first obligation, but to sell it successfully he must eliminate obstacles to the easy movement of his product to the ultimate consumer... which means solving problems for everyone along the line of distribution."

Pressteel's line of distribution includes the architect who specifies Prescolite contemporary lighting fixtures, the distributor who wholesales the fixtures, and the contractor who installs them.

"The basic question Sales asked

was," explains Little, "how can we help these groups solve their problems?"

Sales asked the question first in relation to the architect. It was found that the architect needs data on lighting in order to plan intelligently and to specify accurately the kind of lighting required.

Sales then asked the distributor what his problems were. Sales went into the stockroom, observed how merchandise was stocked, watched clerks handle products and fill orders. It was quickly discovered that the



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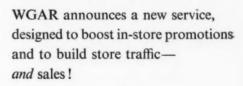
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Want More Sales

FOR YOUR PRODUCT
IN NORTHERN OHIO?

WGAR'S
RETAIL
SPECIALIST
will
help you



Here's a new specialist at your service. Miss Meg Zahrt has joined the WGAR staff directly from Broadcast Advertising Bureau—to climax a career of successful programs and promotions. She has been, successively, advertising manager, sales promotion manager, public relations director and radio director for major department stores in Ohio—and knows every aspect of radio promotion of retail sales.

CONSULT MEG ZAHRT
NORTHERN OHIO'S ONLY FULL-TIME
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the SPOT for SPOT RADIO

RADIO . . . AMERICA'S GREATEST ADVERTISING MEDIUM



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Represented Nationally by The Henry I. Christal Co. In Canada by Radio Time Sales, Ltd. Toronto.

Canton, Ohio is a Key FOOD Market



FOOD sales are 45.5% above National Average

spend \$1,061 on food per family, per year. The national average is \$729; the Ohio average is \$770. The 83,292 families in the Canton Metropolitan Area spend \$66,030,000 on food alone. One newspaper, The Canton Repository, covers this market—96.7% city zone coverage; 99.4% home delivered.



A Brush-Moore newspaper, represented nationally by Story, Brooks & Finley

distributor's worst problems are product identification, ease of stocking, keeping together related items which are used consecutively by contractors, damaged fixtures, incomplete or late deliveries, complex paper work. Sales saw that the manufacturer could do much to minimize most of the distributor's problems.

Sales then asked electrical contractors: "What is your big worry?" It was found that ease of installation is important. Additionally, contractors need help to sell complete lighting fixtures—not electrical wiring only.

What assured the ultimate consumer's acceptance of the product? What were the obstacles, if any, to that acceptance?

The consumer's problems bring us back to the manufacturer and how he insures that a product which goes out of his plant will meet the needs of the market and, perhaps, go some steps ahead.

When Pressteel began in 1944 to make recessed lighting fixtures its competition was securely entrenched. At first the company made a product which might have been called "as good." But early studies of trade needs and consumer wishes led it to two major improvements. These improvements have become basic patents in the Prescolite line, which constitutes some 80% of the company's volume: improvements to facilitate wiring and installing units; a new principle in hinging the glass section of the recessed fixture, to make it simpler to clean and replace burned-out bulbs.

Now They're Sales Points

The fact that Pressteel soon owned its own molds to produce frames and lenses for recessed fixtures gave it additional advantage in design and finish which could be translated into selling points.

Recessed lighting is an integral part of a building. Pressteel's first contact, therefore, is with the architect who draws the plans. What would persuade him to specify Prescolite fixtures rather than fixtures of another make? Field trips provided the answer: Make it easier for him to specify Prescolite than any other brand. In this the 15 years of electrical engineering background of one of the partners was invaluable. Jones got to work on a series of aids for the architect, which now include engineering drawings, candlepower distribution curves, suggestions for lighting layout, framing-in-charts, wiring details; in short, a complete service on the lighting phase of planning the building. Some of these aids are also useful to builders and electrical contractors. hel

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Not satisfied with providing the information, Pressteel gave careful thought to the form. It found out how architects would prefer the material to be set up - dimensions of drawings, catalogs, and other infor-mation for files of users. Each piece is now pre-punched and a file number is stamped on for easy reference. If the loose-leaf form is advantageous it is used. Identifying folders for looseleaf sheets are provided. The fullscale catalog is supplemented with a pocket-size folder which briefly covers the complete line: facts essential to the customer, for the architect or the contractor to carry for reference and pass out to those with whom he is

Easy to Say Yes

Drawings available to the architect are complete and cover each type of fixture. In addition to the standard service, architects may ask Pressteel's engineering department for special drawings and related aids to lay out plans to meet any lighting problem.

The contractor finds Prescolite's numbers specified on his blueprints. What persuades him to accept the fact? He is sold on factors which are important to him. Not the least of these is the fact that he is certain to get the fixtures sale if lighting is integrated with the total building layout, and if fixtures are specified by brand and type. It is not left to the consumer's impulse to add fixtures which have been purchased elsewhere. The customer may, of course, add fixtures for decoration or spot lighting, but the contractor sells fixtures for the basic lighting.

Another important factor on which the contractor is sold is ease of installation. He has learned that Prescolite fixtures ("designed for contractor acceptance") are easier to handle on the job, save labor time. They are easier to handle, he is informed, not because of inherent construction details only but because the units come packed in an "engineered package" which brings to each job all the parts required for installation. Then, too, within the master carton the parts needed at different stages of the job are separately packaged, and labels are color-coded for quick identification. There is no chance that parts will be mislaid or mixed up.

The architect specifies the product, the contractor orders it, confident it will meet his needs, ease his job and help him to sell. The company assures "complete lighting satisfaction" to the customer. But the path to that customer will not be smooth unless the distributor does his job. How will the distributor serve the contractor who comes to him for Prescolite? The question is a key one for the company.

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Pressteel's principals found on their visits to distributor warehouses that service was only as good as the manufacturer's consideration of the distributor's problems permitted it to be. They asked themselves: "How can we take from the distributor's shoulders problems of stocking, handling, identification? How can we lighten his paper work? Speed up his operation? Save labor? Help him to give better service to the contractor?"

"These are the distributor's problems in one sense," Little explains, "but the more obstacles we remove in advance of the sale the better the job the distributor is likely to do."

Pressteel therefore made available to the distributor the "worthy product": a complete line of units varying in wattage from 60 to 300, in round, square and oblong shapes and three finishes—chrome, satin brass and aluminum—to meet any lighting requirement.

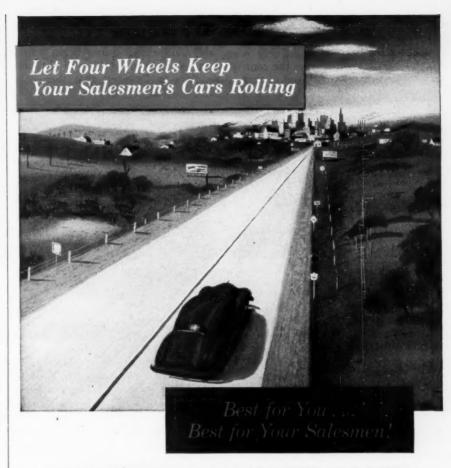
Help for Distributors

The company then went to the root of the distributor's problems. Products are now packaged in a way to simplify stocking, identification on warehouse shelves, filling orders, and re-shipping to the job. This involves a system of labeling, using color-coded labels for related parts, descriptive literature and illustrations of products in the master carton and those in the separate packages. If a master carton has to be opened and a part of the contents sold separately, it is packaged and labeled; the remaining part, similarly packaged, labeled and colorcoded, cannot be misplaced on shelves and can be matched up again with the other part if necessary.

The "engineered package" provides better protection to easily damaged glass and metal contents, reduces the number of complaints on this score. At the contracting end, any complaints which result in a slowed-up job might mean loss of business.

Pressteel then analyzed its own and its distributors' operations to minimize paper work. As a step in this direction, it will install an IBM system the first of next year.

To speed deliveries it has set up warehouse stocks at five points outside the Berkeley headquarters: Los



15 CONTINUOUS YEARS OF COMPANY-CAR RENTAL SERVICE TO AMERICA'S LEADING INDUSTRIES

Take it from experienced Four Wheels users that network the nation. They use the Four Wheels Plan because it's better business. The reasons add up:

- A brand new car every year—with no capital investment to company or salesmen
- Mileage inequities solved for company and salesmen
- No maintenance or depreciation problems
- Operating costs are clear cut and tax deductible
- Unrestricted personal use of cars

And high on the list of "reasons why" you'll find the Four Wheels Plan unique in morale value.

It's fair for the company—square for the salesmen.
You <u>know</u> that's good business! Find out the facts about it today—

for the "FOUR WHEELS PLAN" booklet WRITE DEPT. S

FOUR WHEELS, INC.

America's Foremost Automobile Leasing Company—Operating in 48 States.

Angeles, Omaha, Chicago, Philadelphia, and Atlanta. Promptness in filling orders is a must. If delivery is promised for a certain date, the company tries to get it there ahead of that date, but never allows it to be later.

These are some of the basic problems Pressteel tries to solve for distributors. "Only by putting ourselves in the other fellow's shoes and trying to see his difficulties as he sees them can we help him to overcome the blocks, actual or psychological, which stand in the way of selling our product." Pressteel partners agree.

On such a foundation, observes Sales Manager Little, actual selling begins. On this level the company helps its distributors (1,250 of them now in the United States, the Pan-American countries and the Hawaiian Islands). It provides sales tools which include an illuminated ceiling display showing the main Prescolite recessed fixtures, display boards, direct mail stuffers, advertising electros and electros of individual items for use in the distributors' catalogs.

Distributors are backed up with national advertising, prepared by Ley and Livingston, San Francisco, participation in home shows, lighting clinics, electrical exhibits and other places where Pressteel products and services are promoted. They are told that this support means "pre-selling at a level of influence which means business for you."

The company merchandises its advertising to the dealer by sending him advance proofs of advertisements which will appear in the dozen or

more publications currently used.

It is interesting to note that Pressteel, which makes service its guiding principle and keeps in close touch

with all factors in the line of distribution, has a sales manager but no salesmen. Selling is done by 45 manufacturer representatives, and they are so close to Pressteel that they consider themselves—and are regarded by the company—as "working partners." Jones and Runswick agree that a large share of the credit for the company's success and its steady growth in sales volume and prestige can be attributed to their enthusiasm and loyalty.

Why Enthusiasm?

One reason for the enthusiasm of the representatives is that they are given a product and a service which eliminates in advance, as far as possible, all trouble with customers. "They are a part of the company and they are backed up by the company,' Little points out. The objective is to eliminate customer complaints or, if any should arise, to eliminate them as quickly as possible. It ranges from sending an item by air freight, if someone is in a jam, to making a special adaptation for an important customer, whether or not the job is profitable for the company.

"Our company is a service organization," Little points out, "and we follow through. The small things as a rule cause customers to complain. When these are avoided we safeguard our representatives against most complaints." Jones, Runswick and Little keep in close touch with representatives by plane. The plane—nicknamed "Prescolite"—is also used for swift trouble-shooting.

What has this progressive policy of making the product easy to specify,

easy to stock, easy to sell, easy to buy, and easy to install done for Pressteel?

To begin with, in the recessed lighting field where it was a tentative newcomer only seven years ago Pressteel is now a leader. To that original line which still constitutes the main volume of its business Pressteel has added Stylite, a line of swivel lamps, and is now pioneering them in "11 glowing decorator colors." Some 1,000 department and furniture stores sell the line. This year, an Architectural Series of supplementary fixtures has been added. The company is gaining ground with these new lines.

Representatives and distributors now ask if they may sell Pressteel's line.

Seven years after the shoe-string founding of the firm a sales volume in excess of \$2 million a year testifies to the effectiveness of Pressteel's policy.



OUT FROM UNDER COUNTERS come staplers shown in this self-serve display introduced by Speed Products

Co., Long Island, N.Y., manufacturer of Swingline staplers.

When going up to the display, the customer first sees at the top the blind-folded model loading the stapler. As he moves before this three-dimensional picture, the blindfold disappears and the stapler closes, all accompanied by changing captions. Suitable for use as an island display, against a wall, as a showcase or counter extension, the unit answers the problems of dealers cramped for space to promote this kind of merchandise. Literature on uses and prices of staplers, of interest to buyer and seller, is available in accordian pockets in the rear of the unit.

PRODUCT USE

The American Legion Magazine

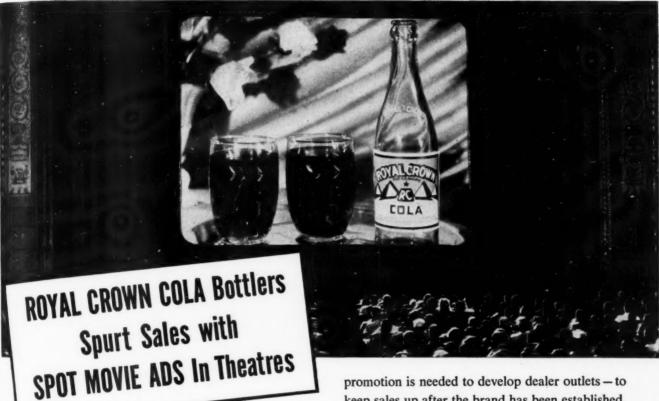
ALL
MAGAZINE READERS
78.8%
SMOKE
(men)
52.7%
DRINK OR SERVE WHISKEY
(families)
59.5%
DRINK OR SERVE BEER
(fomilies)
68.2%

4% SPEND OVER \$40 A WEEK ON FOOD 17.1%

Source: Starch Consumer Magazine Report, January-December, 1951.

2,700,000 ABC CIRCULATION GUARANTEE

Powerful Appeal to ALL the Family



If your product appeals to young or old – or both, SPOT MOVIE ADS in theatres will deliver your sales message with the greatest impact. No medium can match its "selling" combination of sight, sound, action and color...plus giant size for ideal package identification.

Royal Crown Cola, for example, is convinced that SPOT MOVIE ADS in theatres are MASTER SALESMEN for the bottling business. Their SPOT MOVIE ADS appear in theatres in areas where

promotion is needed to develop dealer outlets — to keep sales up after the brand has been established, and to gain the constantly growing *new market* of youngsters.

The Movie Advertising Bureau produced and booked in theatres a series of SPOT MOVIE ADS for Royal Crown Cola. They're getting undivided attention from a relaxed, receptive audience... Think how SPOT MOVIE ADS in theatres could demonstrate – dramatize your product or service. Get in touch with our nearest office for full information. We handle all details – from planning to placing... direct or through your agency.







MOVIE ADVERTISING BUREAU

NEW YORK: 70 East 45 St. CHICAGO: 333 North Michigan Ave. NEW ORLEANS: 1032 Carondelet St. KANSAS CITY: 2449 Charlotte St. CLEVELAND: 526 Superior N.E. SAN FRANCISCO: 821 Market St.

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More Adventures in Shopping

Every shopping day millions of dollars' worth of potential sales are lost because salespeople don't sell and customers can't serve themselves unless the stores rearrange their merchandise for self-service. Men who buy ties are prospects for shirts.

The next retailer who wants to cry about business will get no shoulder of mine to lean on. For some reason, everyone seems to have decided he's running a super market, where the customer does everything but write out the check. Let me show you what I mean.

The other day I stopped in at a photographic supply store. It's a nice place, well stocked with cameras and photographic equipment of all kinds. I assume the owner is in business to make a profit. But you wouldn't

I had left some films to be developed. "Here they are," he said. This is the owner speaking. Keep that in mind, because you can't blame this on an untrained salesman. I looked them over. He paid no attention to me.

"This one looks pretty good," I said, holding up a picture of my twoyear old daughter. If ever there was bait, that was it. "I think it might even make a good enlargement," I said loudly. More bait. Still no response. And the markup on enlargements is good.

Doesn't a Camera Need Film?

Next to me was a counter display of Ansco film in the handy three-roll package. Wouldn't it stand to reason that a man who had just finished a roll might possibly need another one? Or another three? Still no response.

Meanwhile, I was thinking about color. Here I am, looking at a picture of my child, and, like everyone else, I'm a sucker for my own kid. Does he mention color? Does he ask me if I've tried it? He does not. So I wait. Finally, I say to myself, the hell with this guy. Either he rents filthy pictures or he doesn't care about business. Maybe it's so good I'm interrupting him! I leave . . . and you can be sure I won't go back.

But that's only the beginning. Here's a good example of the fact that basic selling is still new to some people. A friend of mine runs a haberdashery. I dropped in to buy a tie, and as I stood there, I saw one of the salesmen in action. On the counter the customer had a stack of shirts that would have choked a horse. Twenty of them to be exact, at \$5 each. A nice order. I watched. The salesman took the shirts, wrapped them up, and handed the large package to the customer. He was all smiles.

What a dope! Here was a customer who was willing to spend \$100 at one crack on shirts. Did the salesman show him any ties? Or tie clasps? Or matching tie and hand-kerchief sets? He did nothing of the kind. He smiled and turned to the boss, who was slowly tearing his hair out by the roots, strand by strand.

And that good old standby, the drug store is still lumbering along at its same old pace. Recently I walked in and asked for a package of razor blades. Like a lot of men, I can be easily switched to another brand. I tried Personna, Pal and all the others as they came out. I switch shaving lotions and shaving creams. Statis-

tics show that most other men do the same. I was wondering about that new shaving cream you squirt out of a can like a DDT bomb. I like gadgets, and it appealed to me. But this is what happened.

The salesman handed me a package of 5, took my money, rang up the sale, and walked away.

Let's change the scenery for a min-

We're in a large sporting goods store. It's vacation time. There are sales on fishing tackle and men's shorts. I stand around and paw things. A salesgirl finally comes up. She asks if she can help me. She doesn't mention any of the items on sale. I walk over to the counter where the fishing lures are on display. Still no reaction. So I move on to the table piled with shorts.

the table piled with shorts. "Do these fit well?" I ask. "Yes, I guess so," she says.

"They don't look very strong to me," I remark. "Probably won't stand up in washing." No answer. I wait. She doesn't ask me what



The clerk smoked a cigar but he was a robot.

comprising the largest, most distinguished publications in the building industry: Building Supply News,
Building Material Merchant, Ceramic Industry,
Ceramic Data Book, Brick and
Clay Record, Masonry Building.

Send for our 64-page book...THERE'S MONEY
IN REMODELING...free to any manufacturer
who asks for it on his letterhead.

A filiated with 6 Building Industry Magazines

"If you never go up hill you will never know what a plain is like." Thus a Chinese proverb. And thus too few business paper publishers. For it is easy to keep to the dull and dreary plateaus of publishing... to take the line of least resistance... to say only pleasant things. It is hard to "go up hill"... to fight for what is beyond the horizon... and to stand your ground until events prove you're right.

Practical builder has never hesitated to move on

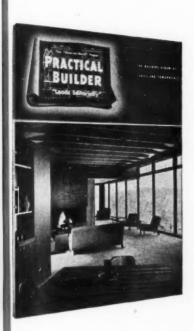
practical builder has never hesitated to move on and up...to explore new frontiers...to picture the light construction industry in proper perspective.

In the process it has attracted an army of cover-to-cover readers: the forward-looking contractors and builders of America. Yes, and an ever-increasing host of advertisers who look to PB as...



... of the light construction industry

OINDUSTRIAL PUBLICATIONS, INC., CHICAGO 3



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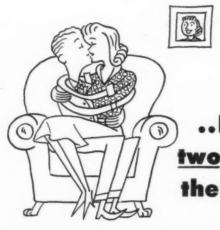
MENT OCTOBER 1, 1952



One-arm driving is fine...



.. so is one-arm "park benching"



790 K.C.

..but it takes

two arms to get

the best results

TV Station

to sell Memphis you need BOTH

WMC and WMCT

NBC-5000W Memphis' Only

owned and operated by the Commercial Appeal
National Representatives - The Branham Company

Adventures in Shopping was discontinued May I as a regular monthly feature not because the subject was no longer important but only because SM editors thought they had pretty well sampled the various types of poor store selling . . . Robert D. Polatsek, Pathescope Productions, Cleveland office, has some fresh observations on how sales are lost because counter people fail to follow through and suggest related items. The problem could be solved in part if more manufacturers supplied dealers with signs and cards that suggested other items or services.

The Editor

size I wear, what I want to use them for, nothing. After a while I walk out. With nothing.

Jewelers are just as bad. Or, I should say, jewelry departments. While waiting for my watch band to be fixed, I stood leaning over a case full of watches.

"This is a good-looking one," I remarked, pointing to a specific watch

"Yes, isn't it," replied the salesgirl. But she made no effort to take it out of the case.

"Chronographs are nice," I ven-

"Yes, they're handy."

My companion got into the act by running down chronographs.

"Only for engineers," he said. I was itching to get my hands on one Did that gal let me? Oh no. Just stood there like a bump on a log. For all I know, she may be standing there yet. And in the face of this, department stores say, "We can't train personnel. It's too expensive."

Expensive is right. It's expensive not to. Because as far as I'm concerned, the day I buy a chronograph in a super market, the American system of doing business is through. When I shell out hard-earned dough for something, I want someone to at least tell me what I'm getting. And why.

Is that too much to ask?

Tools for Selling



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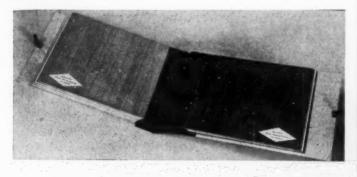
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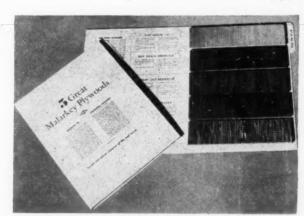
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LUMBER PORTABLE YARD: Architects and builders, like wrestlers, like to take hold of the materials they work with. That's why M and M Wood Working Co., Portland, Ore., makers of Malarkey plywoods and doors, devised this hand-carried plywood sample case; salesmen can easily carry the "lumber yard" and prospects can get actual "feel" and style of the wood. This lumber "book" holds a dozen fair size samples of Malarkey specialty plywoods and shows at least 2 finishes of each. Sample panels are well-labeled with the brand name, kind of wood and type of finish. The case itself has a cover and back of natural finished birch plywood with the company name embossed in gold. A snap strap on the end of the "pages" keeps them from flapping. It is carried by a regular luggage handle. Devised by the M and M sales department.





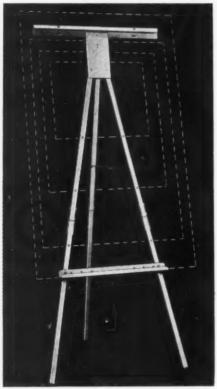
ANOTHER MALARKEY "BOOK" . . . is this file folder called "5 Great Malarkey Plywoods," containing 5 actual samples of Malarkey Douglas Fir and Redwood Plywood. File is made available to architects, builders. The folder is a quarter inch in thickness, easily fits into architect's files. Plywoods shown are Rift Grain Fir, Rift Grain Redwood, Rotary Cut Redwood, Redwood Plyweave and Fir Plyweave.



40 years know-how make Burkhardt Binders better. All sizes—all types in stock and to order. Write for samples and descriptive folder.







DUAL PURPOSE PORTABLE EASEL

All aluminum. For flip-over or cardboard charts of almost any size at 4 different heights. Easel folds in half for easy portability or storage. Wt. only 6½ lbs. Write for literature.

An All Purpose Easel Available Also

ORAVISUAL CO. INC. 68 Jackson St. Stamford, Conn.

We will put this "salesman" to work for you for 30 days

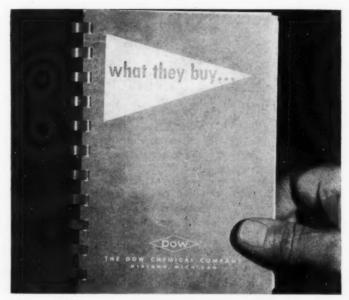
without charge ... without obligation



Here's how this "No-Strings-Attached" offer works:

You receive the FR Port-A-View express prepaid. You use it for 30 days. At the end of that time, it is your privilege to either ship it back to us express collect—or keep it and be billed, Simply attach this coupon to your company letterhead and mail it back NOW! The FR Corp., 953 Brook Ave., N. Y. 56.

Company Name	
Address	
City	State
Authorized Executive	



TRAIL-BLAZER: "Does company X use my product, or is it company Y I'm thinking of?" There's no such befuddlement for salesmen of The Dow Chemical Co., Midland, Mich., because each carries with him "What They Buy," a booklet containing an alphabetical listing of industries using Dow products, with a breakdown of the chemical products used by those industries. It is prepared by the Market Research Department of Dow, and source material comes from sales reports on which salesmen list type and applications of Dow chemicals by the customer. Booklet is used as reference guide by company salesmen in approaching both new and old customers to indicate the operations in the industry and the chemicals commonly used in performing these operations. Booklet is revised periodically to include new uses for old chemicals, uses for new chemicals, and to reflect technology changes.

Tools for Selling (cont.)

SAID THE PROSPECT . . . to the Deepfreeze salesman: "How much do they cost and how much do I save if I buy one?" With the Deepfreeze Evaluator Card, the salesman answers the question quickly, convincingly, shows exactly what amount prospect can save in a year's time with her home freezer. If a family spends \$100 monthly for food, salesman sets sliding indicator at \$100 and a \$213.60 annual saving on food is shown in a small window. Also shown is the freezer size recommended for a family whose expenditures for food average \$100 monthly. Card shows that 80% of food purchases are in the perishable category, and that Deepfreeze (Motor Products Corp., Chicago) will cut spoilage, waste, make quantity food buying possible, practical. On reverse side of card is complete listing of Deepfreeze home freezer models, their equipment and delivered retail cost. Card prepared by Perrygraf Corp., Maywood, Ill.





"Stereo-Realist slides are a 'natural' for sales. They're colorful, realistic, and easy to carry"

Says ROBERT GOULD, sales manager Mobo Toys Inc., New York City

THREE-DIMENSIONAL REALIST pictures in full, natural color have unusual sales impact. That's why Mobo Toys Inc. equipped its salesmen with a light, compact set of REALIST slides and viewer. Mr. Gould reports "sensational" results - including opening new jobber accounts and stimulating the entire national sales force.

Salesmen like REALIST sales kits because the pictures are so true to life their prospects can study every detail of the product. What's more, REALIST pictures always get

the undivided attention of buyers.

That's why present commercial users proclaim the REALIST to be "the world's finest visual selling aid." It's the ideal personal camera as well. If you haven't seen REALIST pictures, ask your nearest camera dealer or commercial photographer to show you some. Once you do you'll know why the REALIST is such a successful sales tool. DAVID WHITE COMPANY, 385 W. Court Street, Milwaukee 12, Wisconsin.





Cameras, Viewers, Projectors, and Accessories are products of the David White Company, Milwaukee 12, Wisconsin.



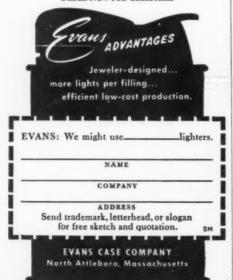
NEW, LOW-COST REALIST HANDI-VIEWER

Commercial stereo users can now effect a considerable saving in their sales budget with the Realist Handi-Viewer. Although the price is low, quality is high. The Handi-Viewer has the same lens . . . same brilliant illuminating system . . . same picture size as the ST61 Realist Viewer. Lights up with slight finger pressure on the slide. Focussing knob is centrally located. Convenient, pocket size. Attractively styled and sturdily constructed of heavy-duty plastic.

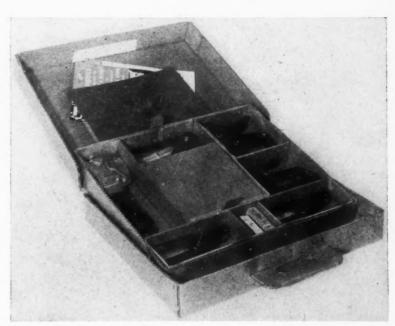


Your name or trademark on the distinguished Evans lighter is an enduring, useful, and economical sales aid to give with pride. Design sketch and prices (250 or more) will be sent promptly—no obligation.

ORDER NOW FOR CHRISTMAS



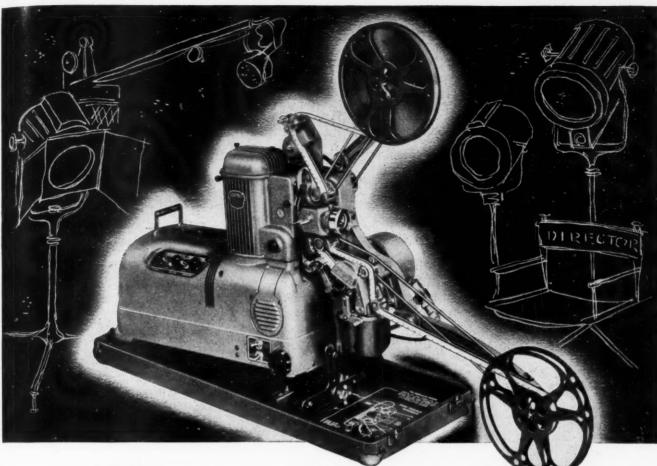
Tools for Selling (cont.)



CLINCHER: This lightweight sample case for Bostitch, Inc., Westerly, R. I., serves not only as a compact package for salesmen to display and sell a basic selection of hand staplers, but it is a "sample" of work done by the company's machines. The corrugated luggage-style box is assembled with various size Bostitch staples to show versatility and advantages of using staples with corrugated board. It has a removable tray, making it possible to display machines at a better viewing angle. A separate compartment in tray contains selection of different types of stapling, and expansion file folder stapled to box lid is used for storage of specification and advertising literature. If box becomes soiled or damaged, tray may be removed and inserted in new box. Box by The Hinde & Dauch Paper Co., Sandusky, O.



HOLDUP? This is not a holdup of a filling station. The man with the "gun" on his hip is a jobber salesman for Alemite lubrication products and equipment (Stewart-Warner Corp.). The Martianappearing weapon in the holster is an Alemite "Adjustashot"-a high pressure lubricant control valve which, with the turn of a knob, provides continuous flow of grease, or a single-shot delivery in preset quantity. About 1,500 salesmen carry the Adjustashot outfit on their respective hips. They say customers are practically forced out of curiosity to ask about it, thereby inviting a sales talk. Probably non-customers ask about it, too.



Exclusive Professional Quality

the great AMPRO "477" optical-magnetic recording projector!

have Hollywood right at your hand!

Users of 16 mm. sound films have a right to expect certain quality factors in any recording projector—trouble-free performance, reliable service facilities. But only the Ampro "477" answers the demand for flawless reproduction of sound, complete versatility and professional results. Conventional 16 mm. sound movies fail to reach maximum effectiveness because, of necessity, they are addressed to a universal audience. Now you can deliver customized "tailor-made" messages on a single movie print, specifically pin-pointed to every group that sees the film! You can produce commentaries that speak the language of the audience, whether doctors or dowagers, stockholders or students, management or the man in the street. And you can customize these messages at an amazingly low cost!





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AMPRO "477" presents exclusive facilities for employing actual studio techniques!

- Authentic dual-channel fading
- Metered and audio monitoring
- Remote recording console for positive acoustical control

Powerful 12-inch dual-cone Speaker, mounted in back-loaded carrying case.



THE

CORPORATION

(A General Precision Equipment Corporation subsidiary) AMPRO CORPORATION

2835 N. Western Ave., Chicago 18, Illinois

Gentlemen: Send literature and full details about the new Ampro "477" Optical-Magnetic Recording Projector
Arrange for a demonstration and showing of all-magnetic-sound film "Now Hear This!"

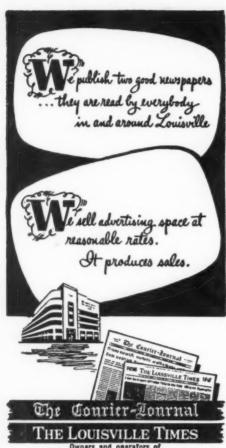
Name____

Address

City _____State ____

OCTOBER 1, 1952

SM-10-52



Owners and operators of
Station WHAS and Station WHAS TV
371,134 DAILY • 300,970 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.



Why Do So Many Fail To Make Turnover Club?

Only 10 of the salesmen from 230 suppliers selling to the Phelps-Roberts Corp., auto parts wholesalers, were invited to join the original "Turnover Club." To qualify, salesmen must know the arithmetic of the automobile parts business.

BY JEROME SHOENFELD . Washington Editor

Just before the 1950 Christmas, Fred F. Roberts, president, Phelps-Roberts Corp., Washington, was wrapping gifts—pen and pencil sets—for his suppliers' salesmen. He wondered why so many salesmen work so hard for no purpose and, more important, what he could do about it. Answer: He set up the "Phelps-Roberts Turnover Club" and invited a select few supplier salesmen to be the first members.

Phelps-Roberts is a typical wholesaler of automobile parts, carrying 60,000 numbered items, bought from 230 suppliers, and servicing 2,800 makes of vehicles or engines. To make money, the company has to turn its stock 4 or 5 times each year.

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Roberts wanted to impress this on the salesmen who call on his company. First, his way was nothing more than occasional exhortation. The agent for a well known company with products supported by expensive advertising might eagerly ask "How's our stuff doing?" expecting as a matter of course to be told, "Wonderful!" Roberts would shock him with, "Pretty bad. Not worth the shelf space." Then, in reply to a surprised "What's the matter?" he'd deliver



"A telegram for you, sir, from Washington!"

his little lecture on turnover, reminding his visitor of an item that had gathered dust for 18 months.

This worked well enough now and then but wasn't sufficient. Roberts was looking for a statement of his case both terse and powerful. Then he conceived the idea of the Phelps-Roberts Turnover Club, had certificates printed and presented them with some of the gifts. They glowed with praise:

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"This certifies that . . . has for the year 1950 successfully met the qualification for membership in the Phelps-Roberts Turnover Club. He has suffered the brow-beatings of the Phelps-Roberts purchasing personnel as well as general harassment from all members of the organization. He has been 'tried by fire' and found not wanting.

"Through diligent effort and close cooperation with his detractors and ill-wishers he has caused the inventory of . . . to be turned over four or more times in the year, thus qualifying him for membership in this glorious organization.

Age 80: Life Member

"We extend the hand of welcome to this outstanding individual and trust that he will be able to bear further the slings and arrows of outrageous fortune to the end that at the age of 80, he receives a life membership certificate."

A certificate is valid for one year. Ten were issued the first year and four members were added and none lost last Christmas. The 1951 certificates accompanied gifts of billfolds, in which were placed Turnover Club identification cards.

Roberts calculates that his company would do best with a turnover of 5. It's on this figure that his elaborate computations converge. But he's satisfied with 4, which can be achieved more comfortably.

Sales volume, Roberts likes to point out, is not governed by the pace of buying or the buying pace by volume. "They have nothing to do with each other," he adds. Given an estimated volume for some item—say, \$12,000 a year—it's a question of whether to stock the whole \$12,000 at once, in monthly amounts of \$1,000, in weekly amounts of \$250 or at some figure between the extremes. The issue is complicated by questions of season, sales trends, etc.

If you buy too much too long in advance, such benefits as lower prices are overbalanced by carrying charges. Piece out your buying too much and high purchasing costs dissipate such

You, TOUCAN

éet Plus Sales



. . . No. 1 choice to reach and influence a \$7,500,000,000 market . . .

PACKAGING PARADE

THE NEWS MAGAZINE OF PACKAGING



More display space per \$ on Super-Size page ...

More attentive readership with news-and-picture
features, thru-the-book format...Stronger selling
impact on MORE important buyers of Packages
and Packaging Machines—Supplies—Services...
15000 (CCA) ALL-BUYER circulation.

HAYWOOD PUBLISHING CO., 22 E. HURON ST., CHICAGO 11, ILL.
NEW YORK 17—101 PARK AVE. • WEST COAST—McDONALD-THOMPSON

NOW

ON--THE--JOB SALESMEN'S TRAINING

Custom-tailored for your individual business—and limited to a single client per industry—ours is a highly effective program of individualized sales instruction which will help your salesmen.

- —Obtain thorough, ON-THE-JOB training in professional selling fundamentals at a fractional cost of timeconsuming sales meetings
- —Increase sales without a corresponding increase in field selling costs
- —Increase daily selling time by as much as 20%
- Profit from the exchange of field-tested sales know-how without loss of time from their territories
- Organize and work their territories more efficiently
- -Train Distributor salesmen
- —It will pay for itself time after time in improved sales performance, lower selling costs and reduced turnover

If you employ 25 or more salesmen we invite and welcome the opportunity to explain how we can help you.

SALES TRAINING CORPORATION

Executive Offices
53 West Jackson Blvd.
Chicago, Illinois
Tel.: WAbash 2-1954

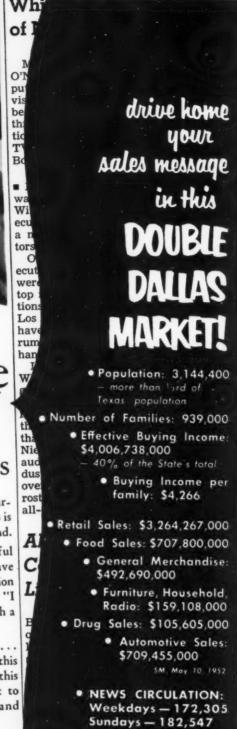
Eastern Offices 545 Fifth Avenue New York City, New York Tel.: MUrray Hill 7-5896

ENT



..a powerful
advantage of
THE DALLAS NEWS

- An officer of the law in your rearview mirror is strong influence. So is the word of a long-respected friend.
- The News' years of alert, careful reporting and public service have earned the unswerving conviction of its readers. You hear them say "I saw it in The News," always with a note of assurance and finality.
- That, too, is strong influence...
 and wherever The News goes in this
 72-county North Texas market, this influence is an added ingredient to paper and ink, lending faith and respect to every word.
- That is why any product is more wanted, more quickly accepted, more readily bought when it's advertised in The Dallas News.



ABC Publisher's Statement March 31 1952

a market of 3 million Texans

over \$4 billion to spend!

advantages as the low capital outlay. Roberts searched for the point at which the gains are greatest both ways.

He points out that a sales volume of \$100,000, taken at cost, requires sinking that amount into stock on a single turnover; with 4 turns, you invest only \$25,000 and release \$75,000. By mere arithmetic, you can calculate the amount of capital released and interest saved at 6 turns, 12 or 100.

The expense of holding inventory includes insurance, inventory taxes, interest, warehouse space, wages of stock clerks, markdowns forced by deterioration or obsolescence. Add them up. Suppose they come to 12% of the amount invested in stock, which, Roberts insists, is conservative indeed. Then, the carrying cost on \$100,000 annual sales is \$12,000 at 1 turn, \$6,000 at 2, \$3,000 at 4 and \$2,000 at 6.

Diminishing Return

Notice that the saving is \$3,000 if you increase your turns from 2 to 4, but that you save only just \$1,000 more if you again increase the turns from 4 to 6. Thus, the amount of additional profit goes down as the number of turns rises. There comes a point where the gain from an additional turn is obviously negligible.

Meanwhile, frequent buying involves its own expense. There are the costs of writing order tickets, of freight, inspection, moving merchandise from trucks to stock shelves, paying bills, etc. Moreover, a wholesaler keeps—and for that matter acquires—his customers by being ready to fill an order at a moment's notice. If his stock is skimpy, he's no good. He should be able to say, "We carry everything."

Roberts combines the cost of carrying stock and the cost of acquiring it, seeing at which turnover rate he gets the lowest sum. At a single turn, it costs practically nothing to buy but a lot to carry merchandise; at, say, 15 turns, it's the cost of acquisition that could ruin a business.

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Roberts concludes that his company is well off at 4 turns.

It doesn't do, he continues, to be satisfied with a mere average. You should look closer; an average is a dim spyglass. The magic number "4" could conceal the huge buying costs on half the stock purchased annually and the ruinous carrying charges on the rest. You should find a comfortable rate of turnover for each item. If you're a wholesaler, you should make exceptions, people depend on

Sales Management announces the appointment of John W. Hartman as sales manager. He joined the SM family three years ago as a space salesman . . . John was "born, raised and reared" in Detroit, studied at Colgate and graduated from Duke. John had thought he might follow in his barrister dad's footsteps: A series of what John calls "happy accidents" changed that. At Duke he was business manager and one of the editors of the university's newspaper. His first taste of the publishing world whetted his appetite for more. But it wasn't until the tail end of his Naval career-he saw service, during World War II, all over Europethat his future career pattern began asserting itself. While waiting for his discharge he was assigned the task of founding, recruiting the staff for and editing the Navy's counterpart of Stars & Stripes. Two of his fellow public relations officers in that venture

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HARTMAN

had the same post-war dream as John: A national advertising agency, in Florida, covering the Southeast market. They founded the agency—Bacon, Hartman & Vollbrecht, Inc.—on a shoestring. Today it is one of the largest agencies in the Southeast and John retains an active interest in it . . . You'll probably be seeing our Mr. Hartman. He'll continue to hit the road in SM's behalf, covering most of the U.S. and all of Canada.

you for parts not seen in catalogs for years. Because you should keep them, though it seems they'll never sell, you should take even greater care for your general inventory.

All this is reflex action to the people in Roberts' own buying organization. Roberts has been carrying the light to the salesmen who call on him. It happens that he's president of the National Standard Parts Association, which gives him a means for preaching his doctrine to other wholesalers and to the producers. Evidently, the whole industry has been getting fussy about turnover.

The salesmen who, in effect, have filed applications to join the Turnover Club are told exactly what's expected of them:

1. See that your company's catalogs are up-to-date with latest supplements and price lists.

2. Advise at once of discontinued listings, so that present stock can be charged off from taxes.

3. If your company protects your

customers' inventories, you should be as alert to remove slow items as to add fast items.

4. Don't press the buyers for more.5. Talk to the salesmen.

Partly by virtue of Roberts' proselytizing, wholesalers in the parts business watch turnover and their suppliers help them.

Against the competition of automobile manufacturers, wholesalers want to supply franchised dealers with parts. The sales argument first recites the whole doctrine of right turnover: the rate at which added expenses of buying and carrying are least. Then it presses to the kill. The manufacturer is far away. He may take months to fill a rush order, so that in defense you should stock up, whatever the effects of so doing on your costs. Don't stock up. There's a wholesaler within messenger boy distance. If he supplies you, you can carefully calculate what your turnover should be, assured that you can easily get what you don't now have.

How to put sales punch behind an "unknown" product

It takes plenty of headwork and hard work to put over a new or "unknown" product. For J. L. Marsh, head of a firm which distributes British magazines in the U. S., it took a lot more.

He knew Americans are unfamiliar with most British publications, rarely see them, on newsstands or elsewhere. To break down this barrier, Mr. Marsh hit upon a unique subscription package—12 British magazines, a different one to be mailed monthly. Price—\$5.95.

Turning to The New York Times to put the plan over, Mr. Marsh took a fullpage advertisement in The New York Times Book Review.

That one ad brought more than 800 orders, \$4,760 in sales, three times the cost of the ad! Circulation ads of this type are considered a success if they return only the cost of the ad.

A month later, the same ad pulled over 1,000 subscriptions...from every state, from England itself. Orders still were coming in five months later.

What's the key to this successful merchandising? One word. Interest. New York Times readers want to know about new things, new ways to make life more interesting, more stimulating, more enjoyable, more comfortable.

And this interest, coupled with farabove-average incomes, pays off for advertisers. All kinds of advertisers. Advertisers like you. That's why The Times has been the advertising leader in the world's leading market for 33 years.

The New York Times

NEW YORK, BOSTON, CHICAGO, DETROIT, LOS ANGELES, SAN FRANCISCO

JAN.-DEC. 1950

RANK

MAGAZINE

RAN

10

12

13

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2425

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Rank in advertising pages— Top 30 magazines—

1 Saturday Evening Post 2 Life 3 Business Week 4 New Yorker 5 Time 6 Newsweek 7 Voque 8 Good Housekeeping 9 Better Homes & Gardens 10 Collier's 11 Popular Mechanics 12 Look 13 Popular Science 14 Ladies' Home Journal 15 House Beautiful 16 Harper's Bazaar 17 Seventeen 18 Glamour 19 Country Gentleman 20 Fortune 21 House & Garden 22 Successful Farming 23 Farm Journal 24 Mademoiselle 25 U.S. NEWS & WORLD REPORT 26 Cue 27 Progressive Farmer

28 Woman's Home Companion

29 Modern Industry

30 Sunset Magazine

SOURCE: PUBLISHED MATION BUREAU

JAN.-JUNE 1952

RAN	MAGAZINE	RANK MAGAZINE	
1	Business Week	1 Business Week	
2	Saturday Evening Post	2 Saturday Evening Post	
3	Life	3 Life	
4	Time	4 New Yorker	
5	New Yorker	5 Time	
6	Newsweek	6 Newsweek	
7	Vogue	7 U.S. NEWS & WORLD REPORT	
8	Better Homes & Gardens	8 Popular Mechanics	
9	Good Housekeeping	9 Better Homes & Gardens	
10	Collier's	10 Vogue	
11	U.S. NEWS & WORLD REPORT	11 Popular Science Monthly	
12	Look	12 Collier's	
	Popular Mechanics	13 Fortune	
	Fortune	14 Good Housekeeping	
15	House Beautiful	15 Look	
16	Ladies' Home Journal	16 House Beautiful	
17	Harper's Bazaar	17 Modern Industry	
18	Mademoiselle .	18 Successful Farming	
19	Glamour	19 Farm Journal	
20	House & Garden	20 Sunset Magazine	
21	Seventeen	21 Progressive Farmer	
22	Country Gentleman	22 Harper's Bazaar	
23	Successful Farming	23 Ladies' Home Journal	
24	Farm Journal	24 Seventeen	
25	Modern Industry	25 Country Gentleman	
26	Sunset Magazine	26 House & Garden	
27	Cue	27 Glamour	
28	Progressive Farmer	28 Mademoiselle	
29	Charm	29 Charm	
30	Woman's Home Companion	30 Cue	

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Down-to-Earth Education:

DEMONSTRATION: (top left) A typical group of farm lads learn the proper way to administer rotenone dust to kill cattle grubs.

QUALITY PRODUCTS: When high school boys produce lambs like these, there's a reason. (lower, left) The vocational agricultural teacher is standing at the left.

NEOPHYTES: (below) Most departments of vocational agriculture in high schools have an active chapter of the Future Farmers of America, and the teacher is chapter adviser. Here's a "Green Hand" initiation ceremony being conducted in Carthage, Tenn. *



If You Serve the Farm Market...

you should establish a friendly alliance with America's teachers of vocational agriculture. It's their business to work with youth and adult groups to produce, market, conserve, and manage to achieve greater science in farming.

BY T. K. WOLFE • Director of Distribution
Southern States Cooperative*

If you would like to have more of that great wealth of business in the farm market, it will pay you to get acquainted with teachers of vocational agriculture. There are some 9,500 of them: on the average, around three to each county in the country.

The vocational agriculture teacher is a public employe. He is paid partly from federal funds and partly from state and local funds. He is selected by the local school board upon recommendation of the State Supervisor of

Vocational Agriculture. He is a man of power and influence, friend and counselor of farmers of today and tomorrow, whose word commands the respect of farm families.

Vocational education in agriculture, as we know it today, received its start with the Smith-Hughes Act passed by the Congress in early 1917. The purpose "is to increase proficiency in farming on the part of those now engaged in farming and of prospective farmers."

Main objectives of vocational education in agriculture are to develop effective ability to . . .

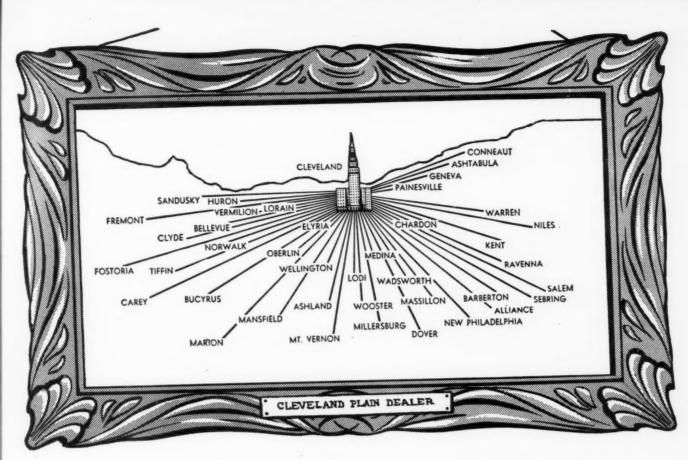
- 1. Make a beginning and advance in farming.
- 2. Produce farm commodities efficiently.
- 3. Market farm products advantageously.
- 4. Conserve soil and other natural resources.
- 5. Manage a farm business.
- 6. Maintain a favorable environment.

And these teachers set out to meet these objectives through systematic instruction with organized groups, as contrasted to individual service, according to R. E. Bass, state supervisor of vocational education in agriculture, State Department of Education, Richmond, Va.

The 9,500 teachers work with three general groups:

1. High school or in-school students — approximately 375,000 of them. Instruction is aimed at laying

^{*}Richmond, Va.



... Money Making Masterpiece

Cleveland's Great 2-in-I Market of nearly \$5,000,000,000

Don't settle for an inferior reproduction. Get the real thing! Only the PD includes every detail...Greater Cleveland as well as its 26 adjacent counties. The Plain Dealer covers this compact market effectively. Be sure your product is in the picture. Get your share of this five billion dollar market today...in the PD.

The Plain Dealer's Market Survey Department can assist you in checking your merchandising coverage with current market data for Cleveland. Write for information.

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	(Cleveland) Cuyahoga Cy.	26 Adjacent County Area*
Total Retail Sales	\$1,733,424,000	\$1,327,825,000
Food Sales	458,874,000	333,266,000
Gen. Merchandise Sales .	263,872,000	108,266,000
Drug Sales	56,838,000	32,877,000
Furn., Hsld., Radio Sales .	85,680,000	59,480,000
Eff. Buying Income	2,725,572,000	2,064,059,000
*Akron, Canton, Youngstown not included.	Figures - Sales Management Survey, May, 1952	

PLAIN DEALER

Cleveland's Home Newspaper
Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles, Atlanta

OCTOBER 1, 1952



a foundation for a farming career.

2. Young farmers from high school age to around 30 years—some 42,000 in all. Systematic instruction is given to help the individuals to become established in farming.

3. Adult farmers—approximately 345,000 of them who are taught in evening classes. The service here is to help keep the farmers informed of latest developments and recent approved practices which affect their farming operations.

This breakdown shows that the vocational agriculture teacher does have a wide field of influence because he works with "those now engaged in farming and with prospective farmers."

The best known and most-talkedabout group is the high school or inschool group: the Future Farmers of America (FFA) and the New Farmers of America (NFA). The FFA is made up of white boys and the NFA of Negro boys. About 95% of the in-school boys are members of the FFA and NFA. These groups receive in-school instruction and are required to conduct certain farm projects under the guidance and supervision of the teachers. The motto of the students is:

> Learning to do Doing to learn Earning to live Living to serve.

The start given to vocational education in agriculture by the Smith-Hughes Act of 1917, and so ably carried on and developed by vocational agriculture teachers, led to the enactment of the Vocational Education Act of 1946, commonly known as the George-Barden Act. Funds from this Act are intended mainly "for the further development of vocational education." (Copies of the Smith-Hughes Act and of the George-Barden Act may be obtained from a member of Congress.)

These teachers are good people to know. They are efficient and cooperative. Their names and addresses may be obtained by writing the State Supervisor of Vocational Agriculture, State Department of Education (usually located at the capitol of the state concerned). Business organiza-

tions may assist them in their work. Here are some suggestions given by H. N. Handsucker, state supervisor, Vocational Agriculture Service, Charleston, W. Va.

... Take time to become familiar with Vo-Ag program.

... Invite teacher and students to present programs to clubs and organizations of businessmen.

. . . Give boys and teachers a chance to understand businesses, their problems and operational procedures.

. . . Acquaint boys and teachers with products and services they have for sale.

... Make the services of demonstrators and field men available to teachers of vocational agriculture and Vo-Ag classes.

... Provide a workable plan for credit.

. . . Sponsor awards for leadership and farming ability.

L. E. Kent, president, Virginia Vocational Agriculture Teachers' Association, South Boston, Va., offers these suggestions:



THE SACRAMENTO BEE

THE MODESTO BEE

THE FRESNO BEE

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BILLION DOLLAR VALLEY OF THE BEES

Don't miss California's inland market — the Billion Dollar Valley of the Bees. It has more people and more buying power than the whole State of Kansas . . . higher retail sales than any

U. S. city except the top five.* To cover the Valley, you need the Valley's own leading papers—The Sacramento Bee, The Modesto Bee and The Fresno Bee.

*Sale: Management's 1952 Copyrighted Survey



McClatchy Newspapers

National Representatives . . . O'Mara & Ormsbee, Inc.

OCTOBER 1, 1952



Here's The HOUSTON CHRONICLE'S Amazing Advertising Lead in Each of the Six Price Zones As Measured by the George Neustadt Service

(First Six Months 1952)

	ZONE 1	ZONE 2 Prices)	ZONE 3 (Medium	ZONE 4	ZONE 5	ZONE 6 Prices)
CHRONICLE						
Lines	605,360	754,686	988,923	1,143,604	859,784	745,771
POST						
Lines	300,034	444,954	623,384	747,785	647,008	588,715
PRESS						
Lines	273,907	253,702	297,370	305,406	167,812	73,105
TOTAL LINAGE		CHRONI	CLE 5.098.12	1 lines		
All Six Zones	* * * * * * * * * *	···		T 3 351 880 II	ines	

POST 3,351,880 Lines

PRESS 1,371,302 Lines

The above figures combine all Houston advertising linage for the 91 commodities measured by the George Neustadt Service. These commodities are grouped into 4 major classifications: Home Furnishings, Piece Goods and Domestics, Men's and Boys' Wear, Women's and Misses', Junior Misses', and Girls. The Houston Chronicle carries the same proportionate lead in every price zone of each of these commodity classifications.

39 consecutive years of leadership in both circulation and advertising

For additional facts about the No. 1 paper in the South's No. 1 market, contact your nearest Branham Company Office.

The Houston Chronicle

JESSE H. JONES, Publisher JOHN T. JONES Jr., President R. W. McCARTHY, Advertising Director M. J. GIBBONS, National Advertising Manager

. . Standardize size of charts and bulletins to permit easier storage.

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. . . Help to edit new films, bulletins, and charts to fit the needs of teachers of vocational agriculture.

. . . Offer suggestions for use of visual aids materials based on sound educational practices.

. . . Encourage companies to put out core materials in 2 x 2 slides with local departments building up the subject to local needs.

... Work out a system to make information available to all teachers of

vocational agriculture. A specific illustration of cooperation between teachers and industry is the program of teacher-training conducted by the Appalachian Electric and Power Co. and certain electrical equipment manufacturers. Specialists from these organizations, in cooperation with the Vocational Agriculture Teachers Training Department at the Virginia Polytechnic Institute, have two-day sessions with groups of from 20 to 30 teachers. For example, instruction is given in operation, care, maintenance, and control of electric motors; planning the farmstead wiring system; installation and maintenance of water systems. And, too, 13 farm machinery manufacturers gave similar assistance through supplying machinery and trained personnel. This assistance proved invaluable in training teachers "in the care, maintenance and adjustment of the farm machinery of today and tomorrow," points out T. J. Wakeman, teacher-trainer in farm mechanics at the V.P.I.

Future Farmers—Future Buyers

The Future Farmers of America Foundation, a national foundation for students of vocational agriculture, has this motto: "The Successful Farmer of Tomorrow is the Future Farmer of Today." This foundation is supported by many of the country's leading business organizations. It provides numerous worthwhile awards to FFA and NFA of outstanding merit and for unusual achievement, with the view of promoting and developing the activities of vocational agriculture.

Raymond C. Firestone, vice-president, The Firestone Tire & Rubber Co., and as chairman of the Sponsoring Committee of the Foundation, in an address on February 6, 1952, stated .

"The Future Farmer respects the rights of others—and he wants others to respect his rights. If his rights

are threatened, he will fight.

SALES MANAGEMENT

Future Farmer has a lot of honest pride-pride in his chapter, pride in his accomplishments, and pride in the things he owns. And above all, he is proud to be an American.

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"That is the Future Farmer as I know him and as I evaluate him. Multiply that Future Farmer by 360,000 and you have a powerful force working to preserve the ideals and principles you and I believe are essential to the progress and to the security of this country. I hope we can expand this force. I know that there must necessarily be a limit to the growth of the Future Farmers in a numerical sense. But I believe that we can find ways to set them forth as examples, and multiply their moral and spiritual value many, many times. We can find ways to sell their ideals and principles not only to other groups here in our own country but to other nations as well."

Vocational agriculture teachers can be of great help to business. Here are some of the ways mentioned:

... Create desire for needed prod-

... Teach the economic use of such products.

... Assist boys and farmers in their operations to make them more successful so they can afford to raise their standards of living and buy

... Indicate ways of sound financ-

In working with teachers it should be kept in mind that their work is educational, and that they are public employes. As a rule, they cannot recommend a specific brand of any product. They can, for example, and frequently do, suggest the use of freezers, but it's out of order for them to recommend the use of a specific make of freezer. It is often in order for teachers to help farm families use more labor-saving equipment, but the teachers should not be expected to recommend any particular make of equipment. The teacher must limit his recommendations to recommended practices. There is no objection to the teacher's being quoted on his recommendations regarding such practices. If the limitations under which the teachers must work are respected by business organizations, they will be kept free of embarrassment and in the best position to help commercial concerns to step up their

They can help you and you can help them. By working together on a sound basis everyone is benefited, including farm families, because the aim of the relationship is a better and more satisfying standard of living for

farm people.

REAL ESTATE FOR RENT

74 Apartments and Flats 74 MAI

74A Furnished Apts, and Flats 74A

74A Furnished Apts. and Fats 74B
BALLENTINE PLACE 219 befrom
mparlment, close to transportation and
whool \$85 monthly. 3014 Grandy Ave.
CHESAPEARE BEACH—Near amphibbone
Base, apartments and housekeeping
units; weekly rentals. Dial 63-2122.
COLONIAL PLACE—628 Carolina Ave.;
3 large rooms; private bath and estranspe. Dial 34427.
COLONIAL PLACE—528 Carolina Ave.;
0 COLONIAL PLACE—528 Carolina Ave.;

OLONIAL PLACE—3 nicely furnished rooms in private home for working couple; no pets. Dial 32942.

REAL ESTATE FOR SALE

82A Investment Property 82A

IMBALL TERRACE — Just completed new apacious 3-family brick: 4 rooms, bath each with kitchens equipped: cor-ner size Call Mr. Burm 22706. Eine-ridge-Baylor-Hofheimer, Realtors.

MILITARY HIGHWAY—200-feet located %-mile from proposed Naval Ecospital. Price \$40 per from foot: A. W. Dey & Co. Dial 27081.

4 Co. Dial 27081.

OCEAN VIEW—2 new 3 bedroom homes.
Near beach. Good investment. Must accretive \$15,900. Dial 48214 or 62:1872.

OCEAN VIEW—Four apartments overlooking Bay. \$300 per month incomp. Price \$12,500. Must see to appreciate Lot 100x150 fees. Contact Betty Norris. 50802. Etheridge-Johnson. Brokers. Dial 46288.

REAL ESTATE FOR SALE

82 Business Property For Sale 82

BZ Susiness Property For Sale \$2

BUSH STREET—Strategricaly located modern brick building, splendid investment in section where values are increasing. Myers-Presson-Hill, Inc., Realtors. Dial 58295.

MILITABY HIGHWAT—Near Portsmouth: approximately 3 acres with 470 foot frostage on highway. 3 frame buildings, excellent commercial location, \$20,800 Hines Realty Service. Dial 52-0988.

WOTOR COUNTE—For sale; modern. 3 years old: 14 brick units, 14 baths, office and brings quarters; Simono formiture. Radiant heat. Doing nice year round business: room for expansion. Price 385,000; \$25,000 down. Box 185, Route 2. Roanoke Rapida. N. C.

REAL ESTATE FOR SALE

Houses For Sale

CHAPIN ST.—Five-room semi-bungalow; large landscaped and fenced lot; perma-nent stairway to unfinished attic; fur-mished, including 21-inch TV, power lawn mower, etc. Mr. Bappel, J. C. Councill & Co., Inc. Dial 24072; nights 32357.

CHEROKEE HEIGHTS—A bungalow with 4 unasually large rooms, plesty of closets, I large atte, splendid condition, Lot 73:180 fees Back fenced-in; lovely shade west Priced at \$8,500 for quick rale Virginia Realty Co. Bealtors, Dial 83:548; uighte 87371 or 63-4468.

SOURCE SAPEARE BLVD.—Attractive 2-bed-room bungalow with pustain apartment flushed in knotty pine, renting at \$85 per geomb. Priced at only \$11,575 for home and fincome. Mr. Olinger, Furr Realty, Inc. Dial 27381: mights 34666.

MESTERFIELD HEIGHTS—Excellent 2story. 3-bedroom home: automatic off hot-water heat. Dial 21854, 43990, 56136. Robt. F. Rapier, Realtor.

COLEMAN PLACE—Very attractive five-room home on large corner los: near schools, transportation and stores. Can be furned D. E. Peffer & C. Dial

YORK ST.—4 rooms: staam-bested apertment; couple only. Call J. C. Councill & Co. 24733. Duplex unfurnished apartment, best restential section, near Naval Base, no children. Dial 88791. The couple only Call J. C. Councill & More Folks in Nortfolk MAKE SELLING EASY

in America's Miracle Market

Norfolk - Portsmouth - Newport News

You can sell MORE of almost everything that people eat, drink, wear and use in the dynamic Norfolk metropolitan market. During 1951 new permanent residents moved into the Norfolk area at the rate of 3,161 per month, pushing the population up 6% over 1950.

Today with 621,400 people (exclusive of naval and military personnel) and with an effective buying income of \$817,113,000, the Norfolk area is one of the fastest growing major mar-

amaze you.

kets in the U. S. Only dominant WTAR - AM and exclusive WTAR-TV can give you full penetration of this rich market. Use them and strike sales gold. Contact the Petry Company NOW for up-tothe-minute sales gain figures that will

AM - FM : TV: ALL NBC Affiliate NETWORKS

NORFOLK, VIRGINIA



Its 2 to 1..

PROFITS ARE BIGGER IN

Fast Food

Sound selling to the restaurant trade means following the trend of American eating...to fast food. Here's why: In fast-service eating places, twice-as-many-customers-per-seat means more meals... more profits. Twice the turnover per seat means more restaurants and hotels turning to counter service... more fast food eating places going up everywhere. This means quantities of new equipment needed... by new places... and by operators constantly on the alert for new methods of building traffic, speeding turnover, upping profits.

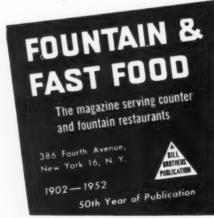
HOW TO SELL 40,000 FAST FOOD RESTAURANTS

This is the growing part of the restaurant business (the profit slice)! It's big business with big new problems that need help. Help in planning layouts, menus and merchandising . . . help in business management for greater profits.

Today, 40,000 fast food eating places get just that guidance from FOUNTAIN & FAST FOOD. The magazine that for fifty years helped the soda fountain to grow is now helping its lusty offshoot—the counter restaurant—to grow much bigger.

MORE ADVERTISING ... FOR BIGGER BUSINESS

Well worth watching today is the advertising growth of FOUNTAIN & FAST FOOD... matching the growth of the market and the magazine. It's the place where more advertisers are reaching out for more sales.



They Can't Brush Off Customer Complaints

Now it's Christopher Dairy's policy to put into writing each "beef" from a customer, send a copy to the president, sales manager, driver-salesman. It's good psychology.

A customer with an unresolved complaint sooner or later telephones, writes a letter, buttonholes an executive of the company, or even cancels his business with the company.

A simple idea has reduced complaints from 10 to 15 a month to almost none for Christopher Dairy Farms, San Francisco, serving grocery stores, markets, restaurants, and institutions with milk and cream.

Follow-up System

Under the new method, started four months ago, every complaint received from a customer is put in writing. Regardless of how it is registered by the customer, it is written up in triplicate. One copy goes to the salesman or driver-salesman, one to the sales manager, and one to George Christopher, company president. It is known to every routeman and salesman that complaints are handled in this way. Instead of the routeman "troublehandling complaints, a "trouble-shooter" from the head office is sent out to make a personal investigation. He is the president's personal representative, and is empowered to make whatever settlement is indicated by the circumstances. If the complaint is unusual or complicated, he reports it to the sales manager and the president, who authorize or suggest appropriate action.

The new method, says Christopher, "has worked wonders in building good will and in reducing complaints and has improved attitude on the part of drivers and salesmen."

In analyzing the thinking behind the idea and the reasons for the good results, Christopher notes that most complaints are trivial in origin. But trivial irritations can grow out of proportion to their importance if ignored or unrecognized, or if the salesman in constant touch with the customer brushes them off because he sees them as trivial or due to the customer's irritation. Again, there may be something actually wrong which the salesman may not report because

he fears it may reflect on him.

All milk company routemen are unionized. This year in San Francisco straight dairy firm salesmen (as distinct from driver-salesmen or routemen) were required to join the same union as the drivers. It is well known in the dairy industry generallyalthough Christopher is mum on this point - that union men are independent and not inclined to "take much" from a customer. This presents problems in company-customer relations for dairy concerns; in fact, for every type of business with a similar driver-salesman setup. Reports to the union of individual drivers' apparent failures or weaknesses in public relations are likely to be shrugged off and little action taken. Now they know that the president analyzes each complaint. They do not forget that all complaints are filed in their route folder. This makes them take more pains to prevent complaints. They are more considerate in dealing with their customers. In some instances men with tough customers have disciplined themselves to take more abuse.

More Self-Control

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"An interesting point is that men who have done this tell us they are glad they were persuaded to train themselves in self-control and courtesy. They admit it has taught them not to antagonize customers, which in the long run reacts to their advantage. They want to build up a good record and they watch themselves."

Christopher says complaints were never frequent and few were serious, but they have been reduced almost to the vanishing point. What few do come in are quickly adjusted. Some accounts which were canceled have been reopened.

Apart from the good will and the business saved or increased, many man hours formerly lost in investigating and servicing complaints now can be devoted to business.

How can YOU tell whether YOUR advertising

is paying off?

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Every advertiser has his own way of deciding whether his advertising is doing the job it's supposed to do. Mail order advertisers, for instance, judge strictly by sales. If an ad sells enough merchandise to pay for the ad, plus a healthy profit besides, the ad obviously has paid off, and the mail order man runs another ad.

Travel advertisers, on the other hand, use the cost-per-inquiry basis. As Tom Evans puts it—he's Secretary of Bennett-Advertising, Inc., in High Point, N. C., and handles the advertising for the State of North Carolina—"Although we have no hard and fast rule as to evaluating a magazine in terms of inquiries, we consider an inquiry cost of under one dollar to be very satisfactory."

On that basis, how does REDBOOK Magazine rate? Well, below are some "for instances":

REDBOOK VACATION INQUIRY RECORD

Date of Issue	State	Space Used	Cost of Space	Inquiries Received	Cost per Inquiry
Mar. '51	Virginia	71 lines, B & W	\$ 854.13	813	\$1.05
April '52	N. Carolina	1 column, B & W	1,780.00	2,016	.88
Mar. '51	Florida	2 columns, B & W	3,440.00	4,123	.83
Mar. '51	Tennessee	142 lines, Bl. & 1 color	2,120.00	3,858	.55
Mar. '52	Arkansas	71 lines, B & W	854.13	2,321	.37

IN OTHER WORDS, THESE FIVE ADVERTISERS SPENT \$9,048.26 FOR SPACE IN REDBOOK, AND RECEIVED 13,131 INQUIRIES...AN AVERAGE OF 69¢ PER INQUIRY.

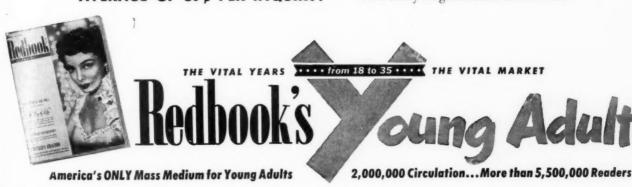


Travelers Buy More!

People who have the money to spend for travelling, obviously have the money to buy other things. Even while travelling they have many needs. They need luggage. Transportation. A place to live, and meals, when they get where they're going. Clothes. Insurance. Entertainment and recreation.

REDBOOK's productivity for travel advertising can be harnessed to give your own advertising extra selling power. Its ABC Circulation of 2,020,320 for the first quarter of 1952 offers you 5,550,000 readers — 3,950,000 women readers; 1,600,000 men readers. And its flexible rate system offers you from 491 to 562 Young Adult Readers per dollar, per black and white page, depending on the frequency or volume of the space you buy.

How many magazines can match that?



OCTOBER 1, 1952

The ABC's of Direct Mail Through Dealers

Here's a helpful review of principles to guide the planning of dealer-identified mail campaigns . . . and a summary of the how-to-do. Special attention is given to ways for encouraging immediate action on the part of the prospect.

BY A. M. ANDERSEN • Executive Vice-President The Reuben H. Donnelley Corp.

Let's discuss here, in fundamental terms, the basic theory and operation of one of the most important and useful forms of direct mail sales promotion—the dealer-help campaign.

Primarily, a campaign of this type consists of a series of mailings at timed intervals (usually three or more, four to six weeks apart) which bear the imprint of the manufacturer's local dealer. Normally, mailings are directed to a select list of prospects, geographically and according to their potential need for the products or services offered.

Needs and Approach

For a campaign of this sort, several basic marketing conditions should be present if the program is to produce the expected economic and efficient results:

1. The manufacturer's products should constitute the major portions of the dealer's sales.

2. The unit of sale should be high or the potential of repeat sales over a period of time should be high.

3. Ideally, the need for the product or services should be such that consumers can be developed into regular customers.

4. The manufacturer, his distributors and dealers should share the costs of producing the campaign.

The underlying purpose of dealer direct mail is to create regular customers for local dealers by developing correctly the consumer's desire for the product and to subtly direct his buying habits. This is usually approached through:

1. Reaching only selected, logical prospects.

2. Spotlighting and identifying the dealer in his own trading area.

3. Tying the dealer into the overall national advertising campaign. 4. Influencing the prospect to act at the most advantageous time.

5. Establishing repeat buying patterns.

A well planned campaign co-ordinated with a well-rounded promotion carries good promise of success.

The most efficient and inexpensive way of reaching the proper prospective customers of a dealer is through selected lists. Selection is made categorically as, for example, automobile owners, truck fleet operators, home owners, etc., and then geographically by trading area or franchise territory.

This method makes it possible to develop individual dealer mailing lists wherein almost every name represents a potentially good customer. Expensive mailing pieces are not wasted.

Target: New Customers

It might be well to point out here that desirable prospects are those who could use and afford to buy the goods or services but who are not doing so at the present time. Dealers sometimes have a tendency to regard their regular customers as their only prospects; but these are limited prospects for either high unit purchases or greater frequency of purchase. Present customers should be included in a good mailing list but it should contain predominantly new names if sales are expected to increase.

Territorial selection of names is usually necessary in order to confine efforts to a dealer's own franchise area and to prevent conflicts with adjoining dealerships. In addition, local conditions may require that certain areas within a dealership be eliminated as undesirable because of a low level of income, inaccessibility, or other factors.

The best prospect in the world means little if he does not know

where or from whom he can buy a nationally advertised product or service. Positive dealer identification, therefore, is essential.

This identification is usually accomplished by imprinting all mailing pieces prominently with the dealer's name, address and telephone number. Often his photograph or a picture of his place of business is included in the imprint. This is especially effective if the dealer is new in the neighborhood.

In many campaigns an optional extra mailing is available to dealers, which emphasizes this identification for "new opening" and "new management" announcements.

A major goal of over-all national advertising of a product is to achieve brand recognition and consumer confidence and acceptance. One of the important functions of a dealer mail campaign is to translate the general to the particular—to channel a vague desire to buy into actual purchase at the counter.

Proved Techniques Used

Through a common style, format and trademark on mailing pieces and in national advertising, immediate recognition is established in the consumer's mind. More often than not, this recognition becomes personal; the "Gulf Dealer" becomes "Jim Smith" to the consumer. Now national advertising carries a more meaningful message, one interpreted directly and effectively by the prospective customer.

The most important single objective in any but institutional advertising is to stimulate the prospect to act once he is familiar with the product and where he can buy it.

To bring action from recipients of a dealer mailing, the most often used and probably soundest approach is through a combination of several accepted, well-proved techniques. The most constant results are produced through:

Timing: Practically all manufacturers who use dealer direct mail experience seasonal highs and slumps in sales, reflecting various consumer needs for their products and services. Mailings are carefully planned to coincide with these changes to take maximum advantage of them. For example, a mailing piece which features a fall lubrication and winterizing service reaches a motorist when he is in a receptive mood if it comes in his mail at the time of the first frost. A prospective television set buyer is quite willing to consider a TV offer

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NACLE

These attractive boxes of hors d'oeuvres make delightful Christmas gifts for associates, office personnel, clients, prospects, salesmen and their families. Each 8 lb. gift pack contains one jar each of Smoked Pate of Salmon, Breast of Smoked Turkey, Whole Crab Legs, Jumbo Shrimp, Pinnacle's Hors d'Oeuvre Sauce, Smoked Oysters, Pimiento Stuffed Olives, a package of Wheat Wafers, Plastic Hors d'Oeuvre Picks with Dispenser, Plastic Fork, combination can and jar opener, and two packets of party napkins. Ideal for hotel room entertaining. Perfect arrival guaranteed. Available the year 'round after November 1. Send gift list—we handle all delivery details. Delivered anywhere in U.S.A.

PINNACLE ORCHARDS

463 FIR STREET MEDFORD, OREGON



Give fresh, luscious, California, Jewel of the Desert Dates . . . finest grown . . . hand-selected and beautifully packaged. 2 lbs., \$2.45, 5 lbs., \$4.95. Prepaid in U.S. Order now or send coupon today for literature and special QUANTITY PRICES.

NAME Please rush me FREE color brochure ! ADDRESS	Jewel of the Deser	t DATES, Dept. M-11 P. O. Box 81 Palm Desert, California
	NAME	Please rush me FREE color brochure!
	ADDRESS	
	CITY, STATE	

when World Series time rolls around or in a season of championship fights.

In short, correct timing of a promotion makes the most of seasonal opportunities and exposes the prospect when he is most easily influenced.

Special Offers: In almost every dealer campaign at least one piece features a bargain price on an extra service. The appeal of such an offer is universal and is one of the best means to use to get action. A bargain offer gives a reason for buying now instead of later.

However, out-and-out price cuts are avoided because they tend to devalue the advertised products in the consumer's mind and to disturb price levels.

Premiums and Giveaways: Many dealer campaigns utilize the pulling power of premiums or giveaways largely to increase traffic and to expose prospects to dealer salesmen. It is doubtful whether a free gadget valued at 25 cents or even 50 cents will influence a prospect to buy, but it can bring him to the dealer's premises and it will create a certain amount of good will.

Selection of a premium for a dealer campaign is important; its value to the customer should warrant the cost to the dealer. Dealers hesitate to pay more than 50 cents for giveaways, even in wholesale lots, which means a retail value to the customer of about 75 cents. This is not too impressive. As a matter of fact, to offer an item as a premium which can be easily and cheaply bought at the customer's local five-and-ten can actually be harmful. Not to be fooled, the public is quick to question the value, pricing and quality of a manufacturer's product when the store selling that product offers a "cheap" giveaway.

Using Series Premiums

For this reason, the premium should be unique in that it is not normally found in local stores. Some good examples of giveaways are reproductions of famous paintings suitable for framing, or a series of related illustrations, maps or sketches which as a group have a permanent decorative interest and value worth many dollars to the recipient, yet costing only a few pennies to produce.

What do we mean by a series premium?

When a series premium is used, normally the first subject in the series is mailed to the prospect with the initial campaign mailing and the subsequent issues should be obtained by calling on the dealer.

Some manufacturers have used premiums as a barometer for testing the effectiveness of their dealer campaigns, This use of a premium is certainly indicative of results; it is, however, somewhat of a questionable practice because the selection of the premium may be governed by the test requirements rather than by merchandising needs. Then, too, results show only the quantity of premiums disposed of or the number of calls made by consumers, and not necessarily the actual sales resulting from the campaign as a whole.

General attractiveness of the campaign: Although it may be obvious, general attractiveness and appropriateness of the mailing pieces play an important part in the outcome of the whole campaign.

Most advertisers prefer to use different formats on successive pieces. An inserted ensemble may make up the first mailing, followed by a jumbo card, and then possibly a self-mailer folder, etc. Usually one of the mailings will involve a trick or a die-cut animated piece for added interest. For the most part, a continuity of style and color is maintained throughout the campaign for purposes of identification and consumer recogni-

What Does It Cost?

Habit plays an important part in developing repeat sales and permanent customers. A well-planned campaign attempts to stimulate frequent calls at the dealer's during the promotion. This is normally accomplished through proper spacing of special offers, premiums and other inducements already mentioned. throughout the promotional period. When a car owner has stopped three or four times at regular intervals for "specials" at a dealer's station, he is well on the way toward becoming a habitual customer.

Relatively few manufacturers have the facilities necessary for handling even a small dealer direct mail campaign. Normally, any mailing house will take care of the production and servicing end of the program, and can probably handle the designing and development of the original plan as

The first step in setting up a campaign involves a consultation with the sponsor, his advertising agency and the mailing house. Preliminary requisites are studied and reviewed and an appropriate over-all plan is decided upon. The plan is then developed in detail by the mailing house, including

OC



highest weekday circulation in Detroit News' history

577,826 highest Sunday circulation in Detroit News' history

A. B. C. figures for 6-month period ending March 31, 1952

The Detroit News

THE HOME NEWSPAPER

owners and operators of radio stations WWJ, WWJ-FM, WWJ-TV

Eastern Offices: 1-10 E. 42nd St., New York 17—under management of A. H. KUCH . WesternOffices: JOHN E. LUTZ CO., Tribune Tower, Chicago

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The Atlantic City market . . .



ranks second nationally . . .



in Sales Management's . .

ATLANTIC CITY NEW JERSEY'S BEST BIG-CITY MARKET!

We're tickled pink (if you'll pardon the expression) because the Atlantic City market "ranks" nationally. Add this to the fact that Atlantic City, on a per capita basis, ranks first in food sales, first in drug sales and first in retail sales and you'll know why it's the best of the BIG cities in the state . . . for your advertising.

What's more, Atlantic City isn't part of the New York or Philadelphia markets. It's a separate unit . . . easier to cover . . . easier to sell through Press-Union Newspapers.

Southern New Jersey's best-sellers . . .

THE PRESS-UNION NEWSPAPERS

Morning—Evening—Sunday

Rolland L. Adams, president. Kelly-Smith Company, national representatives



"Quality of market index" for . . .



Metropolitan County areas!

arrangements covering art work, printing, mailing and everything else which goes to make up the promotion. This final plan is presented to the manufacturer together with the cost breakdowns for approval.

As soon as the campaign plan is accepted, sales portfolios are prepared and distributed to the manufacturer's and wholesaler's sales organizations. The portfolios, in addition to explaining the operation of the campaign in detail, contain dummy samples of mailing pieces, dealer order forms, prices, etc. Distributor sales meetings are held to assist in selling program participation to the dealers.

Salesmen who approach dealers are aided greatly by national advertising over radio and television and in newspapers and magazines.

A national campaign reaches such gargantuan proportions that production line techniques should be used if mailings are to go out on schedule. Although an individual dealer may order only 500 pieces or less, multiply this by 5,000 or so dealers who want to mail five or more times a year, and you can see the campaign consuming 5 or 10 million pieces—not a large figure for such promotion.

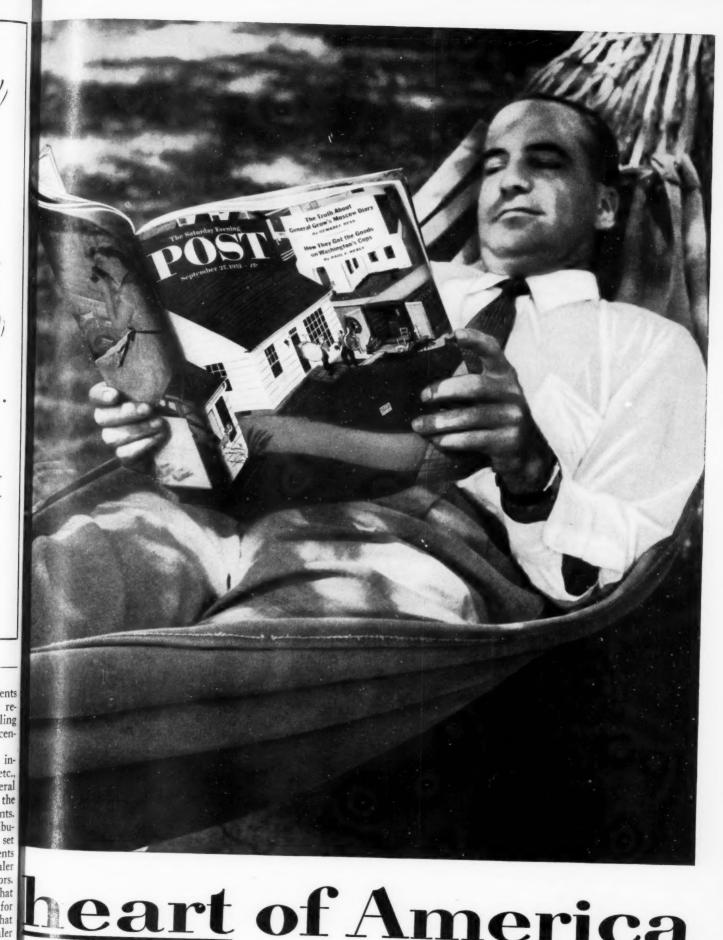
In actual production, orders are processed in regular sequence, beginning with list compilation and finishing with imprinting and addressing. Accurate controls should be maintained so that the status of an individual order can be determined at any processing stage. Mailings are usually made on a district or regional basis, and samples of each imprint in-

volved as well as postal statements are furnished with final mailing reports to the manufacturer. Mailing is almost exclusively bulk from a central point.

Because of wide differences in individual plans, sponsors' policies, etc., it is impossible to state in general terms what a campaign will cost the individual dealer in dollars and cents. Usually, the manufacturer, distributor and dealer share costs, but no set proportion exists, the arrangements being flexible and contingent on dealer sales volume, size and other factors.

Over-all, it can be safely said that the cost per new customer gained for dealer help mailings is low, and that the average campaign for the dealer pays for itself if even two regular customers are gained as a result.

OCT



heart of America

OCTOBER 1, 1952



(His business paper . . . of course)

Maybe you get more fun fishing for facts than for flounder. Many people do. It's sport to latch onto solutions to tough problems, in your business paper. It's good reading . . . and required reading. The Best Informed Men in your Field rarely miss an issue . . . because they can't afford to. This business paper of yours was never so important to you. Read it thoroughly . . both editorials and ads. It will keep you one of the Best Informed Men in your Field.

This business paper in your hand has a plus for you, because it's a member of the Associated Business Publications. It's a paid circulation paper that must earn its readership by its quality. And it's one of a leadership group of business papers that work together to add new values, new usefulness, new ways to make the time you give to your business paper profitable time.

OCT. 15 ISSUE . . .

Role Playing At U. S. Steel For Sales Training

What is it? How do you get district managers to accept it? How well does it work at Big Steel? Why is this training technique winning favor among industrial concerns?

Sales Management



Worth Writing for ...

Booklets, Surveys, Market Analyses, Promotional Pieces and Other Literature Useful to Sales Executives

Drug and Grocery Route Guides: Published by The Grand Rapids Press for the salesman's convenience. The guide to grocers is divided into 7 routes, with instructions at the end of each for continuing to the next, and at the start of each route to get to the first store from downtown. Included are grocery stores, combination grocery and meat markets, and bakery shops and confectioneries where packaged and canned foods are sold. Super markets, stores carrying frozen foods, and stores that carry beer, toiletries and medical supplies are clearly indicated with key markings. Telephone numbers of all stores are listed. The guide to druggists is designed to direct the salesman to downtown dealers in the main business section first and thence to dealers in outlying districts. Write to J. P. Lynch, Promotion Manager, The Grand Rapids Press, Grand Rapids 2, Mich.

From Barbecue Pits of the Elite: Chicago Sun-Times invited notables in advertising and merchandising to share their achievements in the high art of cooking. Here are a few of their recipes: Shrimps Boiled in Beer, from Lowell Monroe, v-p, Fuller & Smith & Ross, Inc.; Picnicburgers, from George A. Huhn, v-p, Ruthrauff & Ryan, Inc.; Chopped Steak a la J. G., from Joel Goldblatt, president, Goldblatt Bros., Inc.; Recipe X, from Milton H. Schwartz, v-p, Foote, Cone & Belding; Stovies (good only afloat), from Wilbur Van Sant, president, Van Sant, Dugdale and Co., Inc.; Shore Dinner in a Wash Boiler, from Lou R. Maxon, president, Maxon, Inc. Write to Mel Barker, Promotion Director, Chicago Sun-Times, 211 W. Wacker Drive, Chicago 6, Ill.

Lumber and Building Material Market: First two booklets in a series published by Building Supply News: "Sweat-Equity" tells the dealer how to set the amateur home

builder on the right track; how to go about overcoming his financial problems; how to sell materials for low-cost homes; how to advertise "sweat-equity" building; package materials for sales. "Farm Selling Guide" is a profit handbook for dealers with large farmer followings. It tells how dealers sell their trade on new barns, barn remodeling, hog houses, prefabricated farm buildings, machine sheds, and how successful rural cash and carry lumber dealers operate. Write to Herbert V. Kaeppel, Executive Vice-President, Building Supply News, 5 S. Wabash Ave., Chicago 3, Ill.

Farm Market Data Book: Guide to the farm market based on the 1950 Census of Agriculture and Country Gentleman circulation for March 1951. Data for each county, state and region includes number of farms, Country Gentleman circulation, farms selling products valued at \$4,000 and over, farm automobiles, trucks and tractors, farms with electricity, value of farm land and buildings, value of farm products sold. Data reveal that farm income is triple the prewar level. Average gross income for our 5.4 million farms in 1951 exceeded \$7,800 per farm, with the top-half group averaging over \$14,000 per farm. Write to Charles C. Rees, Manager, Country Gentleman, Independence Square, Philadelphia 5, Pa.

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Incentive Tool Kit: From Cappel, MacDonald and Co., it contains sample copies of 5 of the company's prize broadsides, each a self-mailer, displaying 50 to 60 merchandise prizes in the \$5 to \$25 wholesale price ranges; ideas and instructions on how to use the broadsides for sales incentives, premium programs, "use-theuser" plans, and industrial efficiency campaigns. Write to Elton F. MacDonald, President, Cappel, MacDonald and Co., Cappel Bldg., Dayton Ohio.



Your decisions-faster-with KARDEX

"Just one moment—I'll give you the answer..." (and he *knows* his decision is going to be right, based on complete, accurate data).

That's Kardex administrative "fact-power" in action ... thousands of progressive sales managers, in every field of commerce and industry, are profiting by it daily.

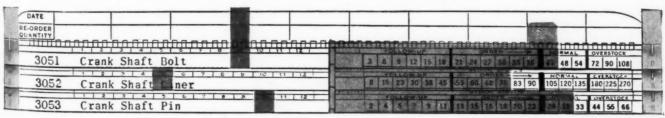
You, too, can profit through the finer, firmer sales control Kardex can give you. Kardex not only integrates for quick reference related facts on every salesman, every product, every territory—it signals major items of information in convenient, bar chart form.

KARDLOK...illustrated here with three overlapping record pockets selected from a typical Kardex record. Blisters formed in the signal mate with die-cuts in the You see . . . compare . . . analyze . . . execute . . . all in a matter of seconds.

Now, moreover, you can profit by new Kardex developments such as Kardlok (see picture below), and by the host of engineering improvements embodied in the new Kardex Imperial equipment. See for yourself at the nearest Remington Rand Business Equipment Center... or write for free folder KD 613, to Management Controls Reference Library, Room 1444, 315 Fourth Ave., New York 10.

Remington Rand

record card, permitting quicker, easier setting of signals ... caliper-accurate positioning of signals ... and positive locking of signal settings.



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12 Types of Salesmen I Detest

BY HENRY CARLTON JONES

For a number of years I've been in positions that require the purchase of substantial quantities of merchandise and services of various kinds. Because of this a large number of salesmen call on me. I'm glad to see many of them. Others cause me to groan inwardly each time I see them waiting

outside my door.

I don't think I'm a grouch, an eccentric or a curmudgeon but certain types of salesmen irritate and annoy me by the manners and habits they exhibit during their efforts to make a sale. Top-bracket salesmen are rarely, if ever, guilty of the offenses I find so objectionable. Most salesmen are too intelligent to develop irritating habits to which their prospects might react unfavorably. But there is a surprising number of offenders and these are the fellows I want to talk about. Needless to say, the salesmen I'm complaining about do not sell me anything and probably not one of them knows why. If they read this, they'll know. So will others guilty of the same mistakes.

Let's take a look at the 12 types



I. The fellow who shoves his face up close to mine while he talks: If I shift around in an effort to get away from him he pursues me. For some unknown reason he stares directly into my eyes at close range while he utters whatever he has on his so-called mind. This man is a nuisance because he won't let me be comfortable, and quite often he has halitosis, which certainly doesn't sell anybody anything.

2. The "hobby" salesman: This fellow was told once that a good way

to get a prospect's attention was to discover his hobby and talk with him about it. So when he calls to see me he insists on wasting 15 or 20 minutes jabbering about fishing, golf,



photography or some subject he has learned is a hobby of mine. He makes his mistake by assuming that I'm stupid enough to want to spend the productive hours of my day gabbing with some stranger or semi-stranger about subjects I normally reserve for my spare-time moments away from the office. It is difficult to talk business with this salesman because I can't get him off my hobby. He wastes my time as well as his own.

3. The fellow who takes a great interest in my family: He wants to talk about my kids and asks solicitous questions about the health of "the missus," cousin Joe or anyone else in the tribe who's name he has managed to pick up. This man doesn't know my family and he and I both know he doesn't give two whoops in Hades about them so his insincere act falls flat. It also wastes time.

4. The mutual friend of a mutual friend: Joe Blow has found out, somewhere in the remote past, that I used to know Mike Doe when I lived in Houston. So every time Joe drops in on a sales call he insists on devoting several minutes to a warm discussion of the merits of said Mike Doe. The fact that neither of us has seen or heard of Mike in 10 years makes no difference. Whether I like it or not, this fellow is going to talk about Mike Doe because his prospect notes remind him I am a friend of Mike's. The chance of buying any-

thing from this salesman is slim because he'll spend all his time (and mine) chattering about Mike. Of course, if he had an ounce of brains, he would know he's not doing me or himself any good by such nonsense.

5. The fellow who insists on doing me favors: This man is a real pest. Most of the "favors" he is determined to do for me are things I don't even want done and my efforts to keep from hurting his feelings merely add to my annoyance. He operates on the theory that if he can get me obligated to him (although he is very insistent that I'm not to feel obligated) he may get business from me. If this fellow would spend half the time he wastes to do something I really want done in connection with the problem at hand, we'd both be better off. Because I'm half-way intelligent and know he's trying to get me obligated, I resent the slur against my intelligence and ethics his maneuver implies. His chance of getting business from me is slim and I'll avoid him and his favors like poison.



6. The man who wants to argue: This fellow is such an idiot I wonder how anybody ever trusted him with a brief case. He'll argue about politics, the merits of any obscure baseball player, the way the war is run, taxes, labor, capital, religion or anything you can mention. It wears me out trying to avoid subjects that might get him started. He doesn't sell me anything and I'll fire the next secretary who lets him in. My job during working hours is to make a living. Anything that detracts from that and wastes my time is a nuisance.

OCT



Expandable house... that grows with the family!

The young married couple starts out with the four-room version, 568 square feet.

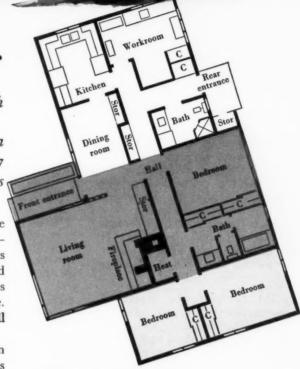
With new arrivals, another bedroom and a living room with a fireplace can be added, 1,347 square feet... Stage three adds extra bedrooms and converted bath, 1,659 square feet.

The plans for the expandable home were published in a leading home service magazine—Successful Farming. The basic plan incorporates the central rear hall, workroom on first floor, and driveway entrance from the yard...three features standard in SF homes. (August 1952 issue. Plan S2208, including working drawings for all three stages, costs \$2.50—if you're interested.)

Successful Farming is the source of ideas on better living for the nation's best farm families building new homes, remodeling, redecorating, adding new furniture and furnishings... keeping pace with risen farm living standards, which today par those of the best metropolitan suburbs! Twelve years of record incomes have made the SF audience the best class market in the U.S....prime prospects for quality merchandise.

Successful Farming concentrates nearly a million of its 1,200,000 circulation in the fifteen agricultural Heart states, with the best land, largest investment, highest incomes. The SF subscriber's

average annual income easily exceeds the national farm average by 50%.



White area is the original house Solid Green indicates first addition Green tint indicates second addition

With high readership and influence based on a half century of service, SF gives deep penetration of a market mostly missed by general media . . . is needed by every advertiser to balance his national effort! For full facts on today's best sales opportunity, call the nearest SF office.

MEREDITH PUBLISHING COMPANY, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.



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7. The chap who just wants to visit: He opens the conversation, "Well, I was just in your neighborhood and thought I'd drop by. . . ." You know that line. He has no idea what my needs and problems are because he hasn't bothered to find out about them. If given a chance he'll ramble around for half an hour, never offering anything to help solve a problem or even ask for an order. He's wasting his own time as well as mine. It's hard to be nice to him but I do my best.

8. The complaining salesman: He's the one who comes to my office about every six months, feeling hurt because I don't give him any business. His gaze is accusing and his tone is plaintive. He can't understand why he hasn't "heard" from me—whatever that is supposed to mean. It doesn't occur to him that he's never given me any reason why I should do business with his firm.

9. The salesman who knocks all his competitors: For this fellow I have only contempt. He spends all his time trying to show me why I shouldn't deal with his competitors instead of why his products or services will do my job better. If he learns I've bought something from one of his competitors, he immediately starts to try to make me discontented with it, pointing out flaws, often imaginary. Maybe he doesn't know it but he insults my judgment when he tries to convince me that I've been swindled, especially if I happen to be satisfied with what I've bought.

10. The story-teller: Although I enjoy an amusing story or a new joke as well as most persons, I prefer to have them during non-business hours. But a certain type of salesman feels compelled to practice his art as a narrator (usually with gestures) for my benefit. If I happen to mention a subject that suggests a yarn he's off and there's no heading him. Most "story-tellers" are what I call "charm

and personality boys" and they bore me to tears. In the right setting, at the right time I'd probably bust my sides laughing at their stories, but when they consume my earning hours I want to box them on the head.

II. The salesman who doesn't know anything: This man is the worst of the whole lot. He doesn't know his own products or services, what he can do about deliveries or even how to read his price lists. And he knows nothing about my business or the problems I have to solve. Although he could be informed on all these subjects by a moderate amount of intelligent study, he's too stupid or indifferent to do it. If he happens to get an order it's an accident. If the stuff gets delivered in proper condition it's a miracle. This fellow is not a salesman and probably has his job only because he's related to one of the owners of his firm or went to college with the boss's nephew. He lucks in with just enough business to stay on the payroll but does his firm a great deal of harm.

12. The Cocky, Know - It - All Salesman: He's prone to make all sorts of wild claims and promises because he's so eager to prove how smart he is. He knows all the answers before I can even ask the questions. He brushes aside doubts and objections with a sneer. He can no more avoid bragging than he can avoid breathing. Only half of what he says is true. But he is not consciously a liar; he can't help himself.

This fellow is so egotistical and selfcentered that his primary concern is to make the prospect feel inferior to him and awe him into buying. This is, of course, a form of high-pressure I automatically resist and resent.



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If this recital of faults and peeves sounds depressing I'm sorry. Fortunately, not all salesmen are like the bores and misfits I've just castigated. There are many fine men in the selling profession, men I'm always glad and eager to see, who know their businesses and are genuinely interested in helping me to meet the problems connected with my business.

A real salesman, who knows what he's doing, who gets down to business and helps me to buy what he has to sell because it will do a certain job for me, is a welcome visitor in my office. He's the man who gets my business and I'm sure he gets yours.

Meet the Author:

For some time salesmen have been meeting Henry Carlton Jones, owner since 1947 of Jones & Jones Advertising Agency, Oklahoma City. Previously he encountered them when he served as advertising and sales promotion manager for several large department stores in the Southwest. If you find his style pert, you should know that he has sold fiction to The Saturday Evening Post, and has contributed to the Reader's Digest and other magazines. He was once a United Press staff writer. A past president of Oklahoma City Advertising Club, he is president and founder of the In-



JONES

ternational Association of People Named Jones, Inc., and a native Illinoisan.

Timken Arms Dealers With a Manpower Kit

This heating equipment manufacturer wants dealers to add more salesmen—but only better than average ones. It has set up an aptitude testing program and provided manuals on locating, selecting, paying, supervising sales recruits.

BY A. F. MAHAN, JR.

The Timken Silent Automatic Division, The Timken-Detroit Axle Co., with 1,150 dealers, is investing heavily in its conviction that "More Man Power Means More Sales Power."

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To prove it, here is what this major manufacturer of automatic home heating equipment has done:

- 1. Paid for the scientific selection by its retailers of scores of salesmen.
- 2. Given 80 new salesmen a week's training at its Jackson, Mich., head-quarters and plant.
- 3. Equipped each student without charge with a \$39.50 sales kit.
- 4. Arranged to give the other scientifically selected TSA men a week's training at subsequent sessions in Jackson.
- 5. Provided each dealer with a four-section brochure: (a) how to find and compensate salesmen; (b) how to select and hire salesmen; (c) how to train salesmen; (d) how to supervise salesmen.

TSA's Merchandising Manager R. M. Marberry isn't prepared to say that the "More Man Power" campaign was responsible, but in the first two months of it sales were on the upgrade, compared with the same months of 1951.

Quick Results

One New England dealer hired a new salesman who closed four sales and put two others on the fire in the first two weeks. A Pennsylvania dealer's salesman hired during this campaign closed 9 sales in two weeks. All this happened before any of the new salesmen got their week of the best Timken Silent Automatic had to offer in sales and factory training. Marberry, incidentally, was

on the training school faculty.

TSA isn't releasing figures on the amount of its investment in the "Man Power" program, but General Manager T. A. Crawford is convinced that it is a sound investment. He outlines it this way:

"When a salesman has been properly selected and trained, and when he is properly supervised thereafter, he is a pearl beyond price—the most valuable asset of any business."

To convince Timken Silent Automatic dealers, Crawford called a series of regional "Business Management Forums" and presented the proposed program to them. They were enthusiastic and certain that he had hit the nail on the head.

None Met Test

Convinced, despite allocations for materials, that appliance dealers would be put to it to sell all they could make, TSA conducted a "What Would Do Us the Most Good" survey early in the year. It hit upon "More Man Power Means More Sales Power." Then it began to look for a means to put it over. The standard sales programs were studied, but none met all of requirements. So Crawford and Marberry drew up their own-"one that would leave nothing to trap the dealer and one without a single gap to derail the salesman until we got him on the main line.

Model want advertisements are included in the brochure to help dealers attract the right types of men in num-

The program stresses scientific selection of new salesmen. So TSA called in Stevens, Thurow & Associates, Chicago consultants in personnel administration, who prepared for dealers a brochure covering: (1) personal history inventory forms; (2) interviewer's guide forms; (3) work reference investigation forms; (4) aptitude and ability test batteries.

After rating the applicant on appearance, motivation, work background, work stability, experience, initiative, education, health, social background, habits, ability to present ideas, self-confidence, voice and speech, personality and impression on others, dealers were advised to send these records and completed test batteries to Stevens, Thurow & Associates for scoring.

Among those who were recommended was a sausage salesman, a one-time shoe repairman, and a TSA dealer mechanic who wanted to be promoted to salesman.

Crawford and Marberry stress the importance of proper selection throughout 25 pages in their brochure for dealers. They sum it up off-the-

cuff:

"If a dealer is buying a truck, he is looking for one which is sound and one which will fit his business in all respects. Yet, even a super truck isn't going to make money for a dealer, although it may operate economically and efficiently. On the other hand, an "average" salesman—properly selected, trained and supervised—will bring a heating appliance dealer not less than \$10,000 gross profit a year, and will earn \$6,000 to \$7,500 for himself."

\$750-\$1,000 Per Man

TSA estimates that each new salesman requires a dealer investment of \$750 to \$1,000 before he begins to pay his own way. TSA warns in its manual on compensation of salesmen: "You will have to pay a good salesman good money . . . If you are sure your new man has the makings of a good salesman, it will behoove you to eliminate financial worry from his mind by paying him an adequate salary during the first month he is with you or until such time as he is producing."

Trainees taken to Jackson were given 9 hours of intensive instruction, oral and visual, daily. But that wasn't all. When they went to their hotel rooms for the night they found a questionnaire, so TSA could tell the next day how well they had assimilated what had been given to them the previous day. It was a daily

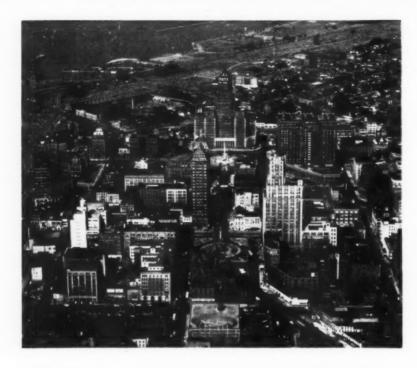
examination, of a sort.

In the 11-page brochure section on "How to Train Salesmen," TSA suggests that its dealers set up a program as follows:

Three days observing the sales pro-

Buffalo
MARKET...

NEW YORK STATE'S 2nd LARGEST MARKET



SELL THE
NEWS READERS
AND
YOU SELL
THE WHOLE

Buffalo Market

BUFFALO EVENING NEWS

EDWARD H. BUTLER

KELLY-SMITH CO.

WESTERN NEW YORK'S GREAT NEWSPAPER

cedures of an experienced salesman (you).

Two days observing the work of installation and service mechanics.

Two days calling on Timken Silent Automatic users.

One day studying the principles and practices of heating and sales-manship.

One day studying TSA products and sales helps.

One day learning forms and routines of your business.

TSA devotes 15 pages to "How to Supervise Salesmen," and starts out with:

"When unsupervised and left to their own devices, even the best salesmen operate at only 50 to 60% of mental and physical capacity."

Then it adds: "In most cases, top efficiency from salesmen is secured more by guiding them than by prodding them. . . Supervising the work of a salesman is a fine art. . . Successful supervision is successful leadership."

Timken gauged its "More Man Power" campaign to meet the company's needs and those of dealers. The training program was scheduled to get the newly hired and trained

A major weakness among selling executives is their lack of a scientific attitude. Many of them have maintained that selling is a process which involves human factors which are not adaptable to measurement or standardization; that the time and money devoted to the gathering of factual data were of little value, because the human equation prevented the recurrence of sales happenings . . . Without the possession of vital facts to lead the way and the use of accepted scientific methods, sales executives can hardly expect to match manufacturing progress.

> —Harold H. Maynard and Herman C. Nolen Sales Management (The Ronald Press)

salesmen into the field within three weeks of the opening of the third quarter: traditionally the year's largest in the home heating trade. Normally in the third quarter 40% of the industry's business is done, but 20% of sales come in the fourth quarter.

Naturally, TSA hits hardest with national advertising and in the 41 newspapers of which it is a regular customer.

Merchandising Manager Marberry asked the factory-trained salesmen of the first school to grade it and offer suggestions on how to improve future schools. Seventy-four gave the school an A (excellent), 6 gave it B (good). There were no C's (poor).

Within two weeks after the close of the school two dealers had written Timken their thanks for sending them back better salesmen than they had sent to Jackson.

Of course, as TSA management points out, it is too early to say just what the payoff on the investment will be, but the company is going to find out all right. A record is going to be kept on each man trained at Jackson. First report cards are due in three months. Thereafter there'll be periodic checks on the new manpower's sales power.

1

Now you can be sure of <u>quality</u> when you buy NBC-TV film programs on a market by market basis. NBC backs every one of its film program offerings with the industry's longest continuous experience in television and radio network programming. Each NBC film program gives you these exclusive network-caliber advantages:

- ... TV programs as fine as those produced for the national network advertiser
- ... Famous stars—like Hopalong Cassidy, Douglas Fairbanks, Jr., Lilli Palmer, Brian Donlevy
- ... Wide audience- and sponsor-appeal: mystery, drama, Western and sophistication
- ... New films produced expressly for television—new stories, new angles, new thrills, new pleasure
- ... Films that *sell* your product—films with proved, certified, documented sales records
- ... Complete advertising packages. NBC goes all the way to help you promote every film program locally—with exploitation assistance, on-the-air aids, press advertisements and merchandising.

And remember, every NBC-Quality film program is produced from a background of programming knowledge that creates and holds audiences from credit-titles to final fade-out. Most important, you can place these network quality productions where you want them, when you want them.

Like to know more about NBC-Quality TV Films? Write, call, wire:

TELEVISION



DANGEROUS ASSIGNMENT

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Brian Donlevy in a series of thrilling excitement-packed adventures. Already pulling bigtime sales in 58 markets, a proved program.

NBCIGGPBBBBB

30 Rockefeller Plaza, New York 20

Offices in: New York, Chicago, Los Angeles

A Service of the Nation's No. 1 Network





These windows stopped them on the street.

When 34-Year-Old Ray Hickok Shook Up the Sales Plan...

. . . Hickok Mfg.—and retailers—began to capitalize on the potential of the gift market. He expanded the line to over 200 items, geared advertisements to Father's Day and Christmas buying, stepped up retail sales training.

Hickok Manufacturing Co., Rochester, N. Y., has developed a new pattern for retail promotional programs. It was tried out on a national scale earlier this year, and timed to climax with Father's Day. It grew out of a fresh study of the market to determine:

1. How big is our potential market?

2. Who buys the men's accessory products Hickok manufactures?

3. When do they buy?

Findings resulted in the adoption of promotions geared in scope, and method, and timing, to peak market seasons.

Ray Hickok, 34, the company's president, refused to accept as standard, the reasons given as to why soft goods manufacturers were suffering from a shrinkage in sales volume while retail store sales were booming. "Instead of just talking about a slump," he said, "let's find out why and do something about it." That he did.

In an attempt to get answers to

important merchandising questions, a study of the men's gift market and a survey of consumer buying habits was

It was learned, paradoxically, that:
(1) of all items generally bought as gifts for men, Hickok produced 68%;
(2) gift buying opportunities (Father's Day, Christmas, birthdays, anniversaries, etc.) for men reached the staggering total of 846 million annually;
(3) June is second only to Christmas in gift buying potentials, with sales amounting to \$2½ billion, and (4) women—not men—buy the greater percentage of men's gift items.

Hickok, primarily a belt and buckle firm dating back to 1909, previously spread its advertising and promotional efforts over a 12-month period aimed exclusively at the male market. "It was apparent," says Ray Hickok, "we had underestimated our total market potential and misjudged the rhythm of our market. To put us in a better position to exploit the lucrative gift market, we made several drastic changes in our basic advertising and merchandising policy."

With an eye on the gift market, manufacturers were contacted and arrangement; made for additional gift items: manicuring sets, pen and pencil sets, cigarette lighters, ties, toilet kits, home bar accessories, and others, to be assembled and sold under the Hickok name. Acquisition of these articles brought the Hickok line to more than 200 individual items.

"Where a natural mating of articles appeared logical—pipe and pocket lighter; tie jewelry with matching initialed wallet; matched tie bars, cufflinks and lighter; neckties with ascot pins—we grouped them as gift ensembles," reports Hickok. No small job, this innovation spotlighted the need for repackaging of almost the entire Hickok line.

Importance of timing advertising to coincide with rhythm of market, obviously was the next problem to be tackled. The company's national advertising budget came under scrutiny and revisions made. "To insure the greatest coverage during peak seasons, our largest expenditures now are during the weeks preceding the two biggest gift buying dates of the year: Father's Day and Christmas." Armed with the knowledge that women buy the largest percentage of men's gifts, one of the top women's fashion magazines — Vogue — was added to the growing advertising media list.

With the elaborate repackaging program co-ordinated with national advertising plans, it was time for an

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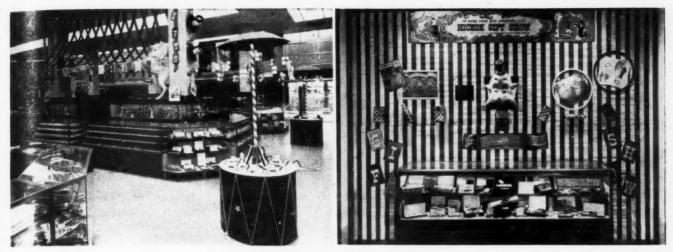
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These displays stopped them in the store.

advance market test. It came via Polsky's Department Store, a well-known Akron, O., retailer, who agreed to stage a gift show promotion along lines recommended by Hickok. The promotion was scheduled for the Christmas 1951 buying period, Store buyers and merchandising men assembled all men's gift items and set up a special gift department on the store's street floor. Special posters directed attention to the gift counters. Prominent window displays heralded the gift show to pedestrian traffic. For all practical purposes it was a Hickok show. When results were tabulated it was revealed that Hickok gift items showed a sales increase of 75% while other men's furnishings increased 25% over the corresponding period in 1950.

This was sufficient cause for Hickok to accelerate plans for a gift show promotion on a nation-wide scale. Kastor, Farrell, Chesley & Clifford, Inc., Hickok's advertising agency, was ordered "full-speed ahead" to develop a series of brochures and portfolios with which to acquaint Hickok salesmen on every minute detail of the program. At company expense, Hickok's entire sales force was called to Rochester in March 1952 for an intensive 4-day indoctrination meeting under direct supervision of Ray Hickok.

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A circus atmosphere prevailed as the company acquired both ballrooms in a Rochester hotel and proceeded to decorate them in an "under the big top" motif. Sales executives, attired as ringmasters, clowns, and side show artists, carried out the "Show of Shows" theme on sawdust covered floor.

Every facet of the gigantic promo-



These people started cash registers ringing.

Behind the Sales Rise

To appreciate Hickok's 20% increase in sales this year through the Gift Show promotion it's necessary to note that in 1951 the retail industry had its best year (\$2,190,000,000 in retail men's wear and \$1,900,000,000 in retail men's furnishings—statistics reported from 'Men's Wear').

To round out the story it must be recalled that sales by manufacturers in 1951 were not so good because retailers were still working off the inventory they had accumulated in the mad buying scramble following outbreak of the Korean war in June, 1950.

More important than the 20% sales increase for Hickok: retail sales executives and sales people now are more Hickok-minded. With inventory disposed of, Hickok forecasts an even greater share of the Christmas gift-buying business.



These prizes started sales people selling.

tion was gone over in detail for the salesmen One portfolio was devoted to the Polsky Department Store test, driving home the fact that the Gift Show idea was based on sound, workable principles: proved true in practice as well as theory.

Charles E. J. Clifford, the agency's top executive, was on hand to explain the national advertising campaign alleged the largest in the history of the men's wear field-and how Hickok was prepared to cooperate with retail stores in making this the greatest men's gift promotion ever conducted. More grist for the sales mill: advertising mats, direct mail material, radio and TV commercials, theater slides, and a complete stock of display material was made available, free of charge, to retail stores participating in the promotion. A special portfolio gave detailed information on how this material could be used most effectively by the retailer. Banners, window streamers and counter cards, along with step-by-step directions for installing, were also included in the package.

Sales Incentives

Prizes, bonuses, and other sales incentives, when offered by a manufacturing company to its own salesmen, or by a retail store to its own salespeople, do not make news in the sales field. A novel twist in the sales incentive picture, however, is the one used by Hickok to insure support of its ambitious promotion by the retail sales personnel—the men and women with whom rests the success or failure of such a promotion.

A \$30,000 contest, including 927 prizes, was offered to retail store personnel who compiled the largest dollar volume on sales of Hickok merchandise plus a statement of 50 words or less on the subject, "Methods I



These gift items started people buying.

used in selling Hickok merchandise." So salespeople in small stores would have the same opportunity as those in large establishments, outlets were divided into three categories: (1) stores with sales up to \$100,000 in men's departments; (2) stores with sales from \$100,000 to \$500,000; (3) stores with sales totaling more than \$500,000. A complete set of prizes was awarded in each category with a 16-day European tour going to each of the category winners.

Another contest, including 34 prizes, was offered to retail store executives who handled advertising, merchandising, and display. Again, for the purpose of equalizing competition, stores were divided into 2 categories: (1) stores in which advertising, merchandising, and display functions are handled by three different persons; (2) stores in which all functions are vested in one person. Judg-

ing was made on the basis of a point system: best interior trim and departmentalization, 300 points; best local advertising campaign, 200 points; best window displays, 200 points. All three first-place winners in category 1 received identical prizes while only one set of prizes was offered in category 2.

Final flair in the retail incentive plan was the Hickok Shopper Award. Shoppers, each carrying crisp \$100 bills and a personal letter from President Hickok, visited the more than 2,400 retail stores participating in the Gift Show promotion. The shopper completed an actual transaction at the gift counter. If a salesperson suggested an additional purchase of a Hickok item, he or she was awarded the \$100 and letter. The letter read: "Congratulations. It is my pleasure to award you this \$100 Hickok Shopping Award for outstanding salesman-

Booth Michigan Newspapers cover a bigger grocery store market than you'll find in any one of 36 entire states!

(1952 Sales Management Survey of Buying Power)

TOTAL BOOTH ABC NET PAID, 418,032

MUSKEGON

SAGINAW .

GRAND RAPIDS

FLINT

KALAMAZOO

ANN ARBOR

UNICKSON

FOR NEW MARKET FOLDER CALL STROOTH OFFICE -A. H. Kuch, 110 E. 42nd Street, New York 17, New York, Muray H. 6-7232 * The John E. Lutz Co., 435 N. Michigan Ave., Chicago 11, Ill., Soperior 7-4680

BOOTH Michigan NEWSPAPERS

GRAND RAPIDS PRESS · FLINT JOURNAL · KALAMAZOO GAZETTE · SAGINAW NEWS JACKSON CITIZEN PATRIOT · MUSKEGON CHRONICLE · BAY CITY TIMES · ANN ARBOR NEWS

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NOW SERVING THE PACIFIC NORTHWEST! With Regularly Scheduled Service to and from Seattle, Washington; Tacoma, Washington; and Portland, Oregon.



OFFICES IN PRINCIPAL CITIES . GENERAL OFFICES: LOCKHEED AIR TERMINAL, BURBANK 8, CALIFORNIA . CABLE: FLYTIGER

ship on Hickok Products. Your enthusiasm in recommending Hickok items to your customers is a source of satisfaction to me and all of us at Hickok. Keep up the good work.

"Extensive effort on the part of Hickok and its advertising agency to furnish advertising and sales tools to the many retailers participating in the Gift Show promotion was not in vain," reports Ray Hickok. "A record of 792,928 lines of retail newspaper advertising—all paid for by individual retailers—appeared from May 25 to June 14. Hickok advertising mats, supplied free of charge to retailers, appeared in a total of 1,886 different newspapers during this same period.

"Greatest thrill of all," Hickok says, "is seeing the tabulation of results as they come in from the field." This is what he means: Kleinhans Co., Buffalo department store, first prize winner in the "A" category contest, experienced a 22% increase in sales volume in its men's furnishings department over 1951 figures. A 60% increase in Father's Day sales, though dollar volume was not as great as Kleinhans, was realized by the Gertz Department Store, Jamaica, N. Y., second place "A" category winner. The J. Cohen Co., Union, S. C., first place winner in the "B" category, also realized a substantial sales increase directly attributable to the Hickok promotion.



SOUTH BEND weather during 1951

COURT OF PARTY COURT 148 Days

PRECEPTATION OF INCH TO MADE 154 Days

WINDSON TRAFFERTURE 17 - MICH 145 Days

You're ready for a

Whirlpool DRYER

FORECAST: Promotion followed by sales. Customers who gamble on cloudy skies when they hang up the wash find things clear up when a dealer shows them this fall promotional poster distributed by the Whirlpool Corp. to increase sales of its clothes dryers. A glance at the poster and consumers see their drying days are numbered.

Out of this World?

Almost...the Way it Helps make Michigan Farm Income Steady!

It's a trick picture of one of the many farm products that make Michigan farming so diversified...and farm income so steady.

You've probably guessed that it's a magnified "strob" picture of milk—a product that adds \$142,903,193 a year to Michigan farm wealth.

Michigan has many such big sources of income — more in number than most farm states. Reason is these farm families *diversify*... produce more kinds of farm crops. This way they have market-ready products all through the year, *payable* all through the year!

Steady income makes Michigan farm families ready buyers. Your best way to reach and sell them effectively is through the one farm magazine most Michigan farm families prefer and regularly read—MICHIGAN FARMER. It takes you into 4 out of 5 of these better farm homes 24 times a year! For full information, write T1013 Rockwell Avenue, Cleveland 14, Ohio.





Two other rich farm states with the same pattern of steadiness as Michigan are Ohio and Pennsylvania — served by THE OHIO FARMER and PENNSYLVANIA FARMER.

THE OHIO FARMER - Cleveland

PENNSYLVANIA FARMER — Harrisburg

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STORM-FOLLOWER: Marion Hogan tells John Hancock when to turn on the steam. She speeds up, or slows down, the bakery assembly lines. She tells cities when to oil the snowplows. And sometimes she controls the prices of lobsters.

She Sells Weather

She's Marion Hogan, and she's hep to the isobars. For an odd assortment of clients to whom hot or cold, wet or dry may mean money losses running into the thousands, she supplies forecasts which directly affect policy decisions.

She tells department stores whether large or small numbers of women will appear in their establishments on a certain day. She advises a group of bakeries when to increase or decrease their output of pastries. She tells subway and elevated lines when to run fewer or more trains. She can even order a zinc mill in Pennsylvania to shut down.

She is Miss Marion Hogan who, as far as can be learned, is the country's only woman meteorologist applying weather forecasts to business and industrial success.

Miss Hogan, only 31 and already in this unusual pursuit for six years, is head of Weather Services, Inc., Boston. The business started with one customer. Now it has more than 225 in all parts of the country. It has a score of regular employes and an indefinite number of consultants.

"We are not competitors of the U. S. Weather Bureau," Miss Hogan emphatically points out in explaining her methods of operation. "We keep track of the weather most painstakingly and adapt the forecasts and other information to individual service which lies outside the scope of the Weather Bureau. We get customers or subscribers by showing business and industry that intelligent utilization of weather information can save them money."

Fine theorizing, but just how does she work? For instance, take the group of bakers. They are Miss Hogan's regular clients. Last summer she advised them to cut down pastry output at least 20% because extremely warm weather was on the way for a lengthy period.

The bakers pointed out that extra hot weather had come only in periods of a few days year after year. While they knew they couldn't sell as much pastry in torrid weather, they felt sure she was going too far. But she was adamant. Reluctantly, they played along with her.

The extremely hot weather broke all Boston records for high temperatures and length of time. The bakers saved a good many dollars.

Miss Hogan has a number of department stores among her clients, not only in Boston but throughout New England and in other parts of the country. Especially when they are going to run special sales, she advises them as far as possible ahead of time whether the weather will be good or bad. "Even one-hundredth of an inch of rain between 7 and 11 a.m. stops many women shoppers from going 'in town,'" she points out. "On the other hand, the business of neighborhood stores often increases."

Similarly, traffic on subway and elevated lines is materially affected by the weather. During a storm, particularly snow, the number and size of trains can be cut down and a tidy sum of money saved. In Greater Boston she advises the Metropolitan Transit Authority.

Predictions Mean Profits

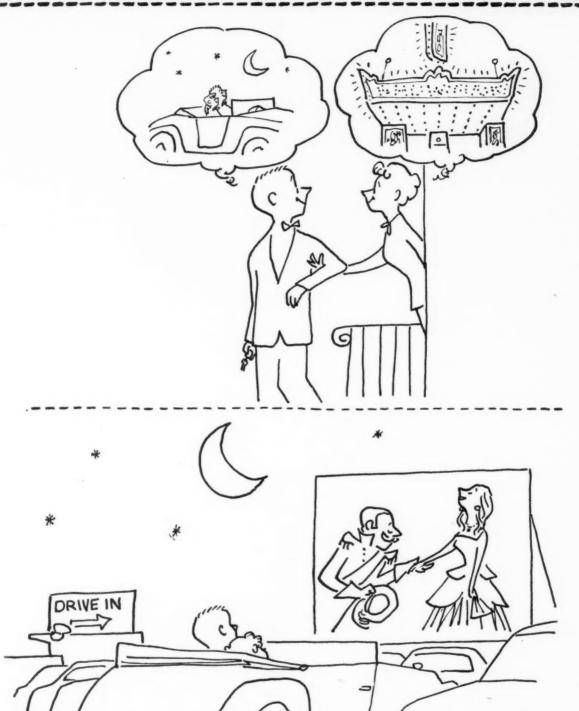
But how about Miss Hogan's authority to order a zinc mill to close? Isn't that stretching it a bit? No, it's the exact truth.

A few years ago, a number of people suffocated and hundreds were overcome in Donora, Pa., when fog mixed with smoke and fumes from a zinc mill and formed a deadly "smog" which settled over the community. Miss Hogan believed that if the likelihood of fog appearing in that area and others where fumes are rising was accurately forecast, the mills could be shut down and such tragedies avoided. United States Steel Co. which controls the Donora plant agreed and engaged her.

"We give them a forecast once a week when conditions are normal," Miss Hogan explains. "When fog formation seems critical, we wire daily forecasts. Now we have the authority to order the mill to close just by sending a telegram if we think the smog danger warrants such action."

Examples of how she saves money for business and industry could be strung out for days. For one, she keeps track of the weather for local lobster firms selling to the New York market. If bad weather is ahead they know the catch will sharply taper off.

Never Underestimate the Power of a Woman!



148 advertisers have used Ladies' Home Journal every year for the past 10 years or more...

91 for 11 to 20 consecutive years 46 for 21 consecutive years or more Ladics' Home JOURNAL

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"Tacoma Coverage is a 'Must' for Successful Promotion'

says Frank E. Eaton, Seattle District Manager Sunshine Riscuits Inc

Sunshine Biscuits, Inc. produces and sells a quality line of specialty foods: Sunshine Krispy Crackers, Cheez-it, Hi Ho, Hydrox Cookies, candies, and Austin's Dog Food. The firm maintains a distributing warehouse in Tacoma.

"Tacoma represents a substantial portion of the total Puget Sound market," Mr. Eaton says. "We have learned from experience that successful overall promotion in the Puget Sound area demands local, on-the-spot coverage of Tacoma. Seattle and Tacoma, together, represent the state's major market-but separate coverage is essential."

Think twice about Tacomal It's a separate, distinct, important market. It's covered ONLY by the dominant News Tribune. That's why-on Puget Sound-you need BOTH Seattle and Tacoma coverage every time. As Ferguson, Walker Co. Ask Sawyer,



They can then get a better price for immediate shipments. In one case, Miss Hogan's forecast made it possible for the lobster companies to get 90 cents a pound for the lobsters instead of 35 cents.

She tells clothing and women's wear stores whether to hold hot weather apparel a little longer for the torrid spell ahead or to quickly get rid of it. The same applies to electric fans, air conditioning units, etc., depending on hot weather for fast selling.

When the threat of snowstorms lies ahead she's busier than a no-arm paperhanger. If the temperature is going to moderate and rain is coming instead, she advises John Hancock Mutual Life Insurance Co., for instance, not to turn on the steam in the pipes under the sidewalks surrounding Boston's loftiest business structure, saving the company more money on that occasion alone than her fee for a year. She tells Boston, New Britain, Conn., Rome, N. Y., and 150 other cities and towns not to bother to get out snowplows-and they are many thousands of dollars to the good. On the other hand, if the storm appears likely to deposit six inches or more of snow, she advises them to get the plows out early. so the cities and towns won't become snowbound as a result of delay, and removal expenses can be kept down

She and her forecasters follow storms through from beginning to end. "During one terrific storm, points out, "I remained in the office continuously for 53 hours.

to a minimum.

Typical of how she serves another

field, restaurants, she relates: "One summer morning the temperature was 70 degrees and all indications were that it would reach 90 during the afternoon. However, we saw the development of a northeast wind and told the owner of a big restaurant that the temperature would fall to about 65, suggesting that he cut down on the number of salads (a hot weather favorite) he was preparing,

'He scoffed at the forecast, but by noon the wind did shift to the northeast and the temperature fell. He had so many salads left over he quickly

lost his skepticism."

Incidentally, she says that her staff broke down foods into 9 categories and studied the eating habits of people against temperature, humidity and precipitation. Here's what she learned:

"If you walk into a restaurant in summer and order a meal costing 65 cents or more, we can tell with 85% accuracy whether you will have a hot or cold main dish and with 90% accuracy whether you will have a hot or cold drink.'

She even informs an apple orchard owner when frosts are developing so he can start his smudge pots.

Miss Hogan's background for this unusual business includes a job for a year with the Boston Weather Bureau, first as a map plotter and later as an observer, and a course in meteorology at Massachusetts Institute of Technology. Preparation of her thesis there led her into business meteorology after she had obtained her degree. Before going into "weather" she graduated from Emmanuel College, Boston.



"We'll clean up. We're going to make violins. His name's Stradivarius."

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THE AUTHOR, Joseph A. Numero (second from left) credits salesmanship with product acceptance backers thought prospects would clamor for, but didn't.

Railroads Were Cold To the Idea Until . . .

... Thermo-King spelled out the dollars-and-cents savings of mechanical refrigeration over wet and dry ice. Results: the company has sold as much of the market in 4 years as it expected to get in 50, and at a 5 to 51/2% sales cost.

BY JOSEPH A. NUMERO • President Thermo-King Railway Corp.*

We manufacture and merchandise, if you can call it that, mechanical refrigeration units for railroad cars and trucks. We haven't revolutionized the railroad business — yet — but we feel we're on our way. Here is our record:

1. With 130,000 refrigerated railroad cars in use, Thermo-King believed it would do well to equip 2% of those cars a year—leaving us 50 years to complete the job. Our sales staff has done far better than that in just four years.

2. We just wanted our share of

over-the-road truck business, as competition crept in. But our sales force got 70% of the business of equipping long-distance trucks requiring refrigeration units.

3. Through it all, with difficulties which couldn't have been anticipated, we have kept our sales cost down to between 5 and $5\frac{1}{2}\%$.

This we have learned:

The direct approach is not necessarily the payoff approach. And fingers were made before forks. I'll explain that later.

Back in 1948 when our engineers brought out the first successful mechanical refrigeration unit for use in railroad cars, we thought that all we would have to do would be to sell perhaps a dozen top railroad presidents on the idea. Then we'd be made. We even joked, among ourselves, about having fewer potential customers than any other manufacturer.

Our salesmen soon proved that we

were wrong.

The first step to obtain recognition for Thermo-King railway equipment was a series of demonstration luncheons. We staged three of them—at the Waldorf-Astoria in New York, the Mayflower in Washington and the Palmer House in Chicago.

Our guests included railroad men, packers and shippers, and as many representatives of the general and business press as we could entice. We told them what we had and what our

machinery could do.

So far as we know, we never sold a unit directly as the result of those luncheons. But at least we were no longer strangers and rank outsiders, and we had some good leads to work on later.

In experiencing our initial rebuffs, we learned a few things about the railroad business. For instance, much of the refrigerated traffic is in cars not owned by the railroads, so we broadened our sales efforts to include packers and shippers, but did not neglect railroad magnates.

At that time we were interested in the long-range effort, the educational benefits we could cash in on later. While we were doing that, our advertising department stepped up promotion in publications going to the trucking industry. The advertising department did not neglect the publications in the food field.

Then our salesmen began to bear down on all possibilities in the rail-road and the trucking industry fields. The sales force at that time was made up of one sales manager, one assistant and 8 field managers. Those salesmen or field engineers, incidentally, were developed from our factory and they all are young and alert.

Thermo-King salesmen have many facts at their command to justify the capital investment in the refrigeration mechanisms we manufacture. Here

are examples:

1. A salesman calls on a prospect who complains that it costs him too much to maintain his refrigerated trucks which use dry or wet ice.

The salesman points out that ice, to do its job, should melt, and salt should be used to cause that. A brine forms and inevitably some of that brine slops against the sidewall or over the floor. It rots the wood and eats away the metal and eventually calls for a rebuilding job. The sales-

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FABULOUS!



Only 5 cities in the **United States have** Sunday newspapers with circulations larger than MINNEAPOLIS SUNDAY TRIBUNE 620,000 in the Upper Midwest!



man knows that a truck using wet or dry ice will have its lower sidewalls eaten away in about 18 months. That, of course, does not happen when the refrigerating agent is sealed in a mechanism. The salesman usually points out the obvious: If ice had an advantage over mechanical refrigeration, we would still use it in our homes.

2. Then let us say the salesman calls on a Chicago prospect who trucks between Chicago and New York, and is interested mainly in

economy of operation.

The prospect figures on an 18-hour run. The salesman demonstrates that Chicago companies now running to New York, with our refrigeration units, do it at a cost of about 32 cents

an hour, or \$5.76.

That line's competitor uses dry ice. We know that for such a run it takes an average of 1,000 pounds of dry ice. Let's say the company has a Chicago contact who furnishes that ice at 3.5 cents a pound, which would bring the cost up to \$35.

Constant Temperature

But the trucks can't take 1,000 pounds of ice, so the trucks start out with 400 or 500 pounds, and they pick up the balance en route. They don't have that special price at a stopover point, and pay 5.5 to 9 cents a pound. We know the average Chicago to New York dry ice refrigeration cost is about \$50.

These figures will be disputed by the dry ice people, of course, but you don't have to take our figures. The United States Department of Agriculture has issued a booklet on mechanical versus ice refrigeration, and

the facts are there.

3. Then let us say the salesman calls on a man who isn't so interested in cost of operation or upkeep of vehicles as he is in constant temperature. He moves truckloads of ice from Chicago to New York and needs a constant temperature of 38 degrees.

Only through use of mechanical refrigeration is that constant temperature possible. The thermostat is set at the temperature needed, and it stays there. The salesman can demon-

Have these approaches produced results? Here are a few "for instances":

1. John Morrell & Co., meat packer, recently inaugurated a fleet operation with our equipment over the rails from the Morrell plant in Sioux Falls, S. D., to Chicago and terminal points in Florida. Morrell's plans for the near future look toward the creation of a 25-car fleet.

2. The Bellows Falls Co-operative Creamery of Bellows Falls, Vt., is successfully using a fleet of Thermo-King-equipped cars to transport milk to Boston on a daily schedule.

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3. The Fruit Growers Express has a similar fleet, used chiefly to haul

frozen citrus concentrate.

I promised to explain about "fingers were made before forks." You're familiar with that old expression. You heard it first from your Aunt Agatha when she passed around the fried chicken at that family picnic years

Ice Came First

The expression is, of course, true. But most of us, when eating, use and prefer those newfangled things called "forks," because we've learned they have certain superior advantages.

But what has this got to do with salesmanship? The analogy carries over to Thermo-King. Ice came along before mechanical refrigeration. That's one reason we had to send salesmen out after the customers who didn't come knocking at our doorthe customers already had a method of refrigeration.

If, in bringing out Thermo-King, we also introduced for the first time the whole idea of refrigeration, the world would indeed beat a path to

our door in Minneapolis.

It isn't the builder of the better mousetrap who is swamped with business. His selling job is tough because people already have mousetraps—crude ones, it may be true, but mousetraps. The chap who thought up the first mousetrap-he's the one who cashes in.

And if it is true that an improvement is harder to market than an original, it is true that the longer the original idea is followed, the harder it is to displace it. For half a century or more, ice was the thing that refrigerated railroad cars. If ice's head-start had been 5 years instead of 50, our problems would have been simplified in proportion.

Salesmanship can be complicated by some odd things. Another example:

Our insistence on direct gasoline power made our selling job immeasurably tougher for a time. The Association of American Railroads had in its code book a ruling that a railroad need not accept, for routing over its own lines, a car from another road it that car did not meet minimum safety requirements.

'Need not accept," that is, but it may if it wished to! Inevitably, there

SALES MANAGEMENT

arose the question of fire and explosion hazards from use of gasoline.

But we were able to demonstrate that a small tank containing a few gallons of gasoline to power a refrigeration unit was certainly not a hazard-potential in a class, for instance, with a tank-car filled with gasoline in transit.

And thanks to ever-growing acceptance of our equipment, the so-called interchange rule is no longer the bugaboo it was.

Roads to Rails

Now to get back to the indirect approach:

When, hat in hand, our salesmen invited the railroads to have a look at our wonder machine, we met with considerable resistance. Railroading is a substantial industry and it doesn't change its methods overnight. And investments in icing facilities are heavy.

The Thermo-King unit, a fully automatic and virtually foolproof mechanism, is not inexpensive. The standard model sells for \$2,750. Installation requires additional outlay. One unit in a car will handle most jobs. For a cross-country operation, until such a time as a network of service depots is in operation to handle all contingencies, we recommend two, installed opposite each other at one end of the car.

For a fleet operation there should be stand-by units. No piece of equipment is so perfect that it never will break down or develop operational faults. When a unit has to be pulled out of a car for maintenance or repair, it's a 5-minute operation to replace it with another.

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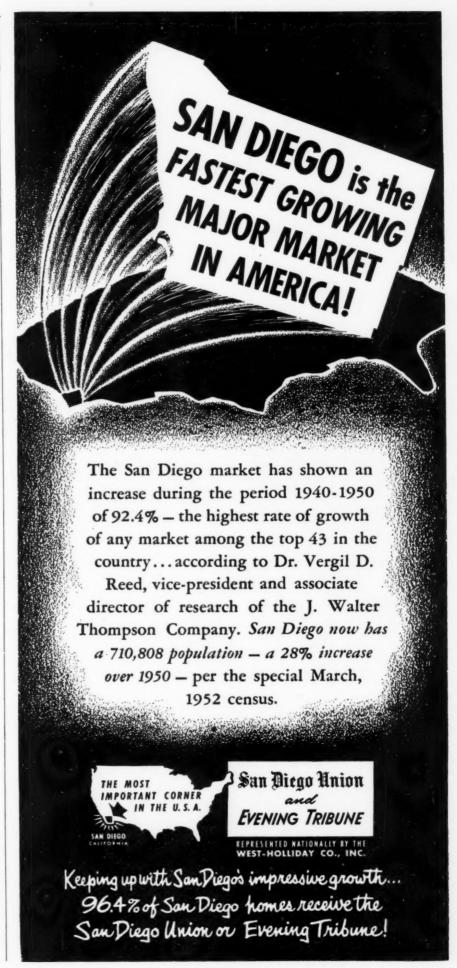
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Another problem in the path of our salesmen was the fact that the railroads had never heard of us. We got our start in the trucking field, making Thermo-King refrigeration units for trucks and trailers. When sales began to rocket toward the current 70% of potential in that field, we expanded into railroads. The parent company, U. S. Thermo Control Co., then set up the Thermo-King Railway Corp. as a wholly-owned subsidiary.

Those were some of the headaches and that was what led us into the round-about route of (1) the soft approach to executive (2) stepped-up advertising campaign while (3) our salesmen maintained a persistent pace.

Full acceptance by more top railroad, executives will come, we are consident, if good salesmanship is continued while a successful record of commercial operation is established.





Ask for copy of our 10 week inventories of popular grocery store items.

"Bayonne cannot be sold from the outside"

THE BAYONNE TIMES BAYONNE, NEW JERSEY

NATIONALLY REPRESENTED BY BOGNER & MARTIN





COMING SOON

"Is the Air Conditioning Industry Muffing Its Sales Opportunities?"

> ... in Sales Management for October 15.

Old Political Names Enliven Doeskin Contest

Everyone wins, including the company, and six salesmen become "president" and their women folk "first ladies."

Doeskin Products, Inc., New York City, gives much of the credit for its currently healthy sales picture to a sales contest with a political theme. Sales for July (normally the slowest month of the year) were 30% above those for June. August sales topped July's by 23%.

The increase is especially notable in view of Doeskin's policy of holding prices above those of competitors. A strong supporter of the McGuire Bill, Doeskin is the only firm in the industry which has remained under Fair Trade. The company ranks third in the nation's \$125-million-a-year

facial tissue industry.

The contest, which started July 1 and runs through September 30, ties in with the current political situation. The sales force has been split into six regional areas, each designated by the name of a political party formerly prominent in this country: Free Soilers, Bull Moose, Greenbacks, Whigs, Populists, Mugwumps. Regional Populists, Mugwumps. sales managers act as campaign managers for the six groups. Salesmen campaign for "votes," earned through sales, in competition for the offices of president and vice-president of their parties. The booby prize will be the office of dog catcher, and references to this angle inject humor into the inspirational bulletins sent to the men to maintain their interest in the con-

No Losers

One good feature is that everybody wins. Awards are in addition to the regular commissions and bonuses paid the men. Each has a chance to win the office of president or vice-president of his own party-with the attendant special prerogatives. There are also awards for wives. But no matter what a man's standing may be, he gets a cash award for every "vote."

Mechanics of the contest are too detailed to describe fully here. Emphasis is on getting new business. There is a 1-cent bonus for new items sold to old customers, which could mean a sale of colored tissue to a customer formerly buying only white, or vice-versa. Then there is a bonus for

selling to a new account, defined as one to which no shipment had been made during the previous 12 months. For wholesale accounts, new accounts opened or new items sold to old accounts, there's a sliding scale ranging from 4 votes per case on orders of from 5 to 14 cases, rising progressively to 7 votes per case on orders of 60 cases or more. Carload lot orders win handsome bonuses: \$75 for wholesale. and \$100 for direct account ship-

An exciting feature is that after a salesman meets the quota assigned to him for the third quarter of the year, the contest period, his votes are doubled-not only those earned from that time on, but retroactively.

For Wives, Plums

The wives' awards are real plums. The "first lady" (wife of the man who wins the presidency) of each party is entitled to purchase a complete fall wardrobe worth \$200 at the store of her choice: The vice-president's wife may spend \$100 for her

The over-all — national — winner will be invited to spend a weekend with his wife at the Waldorf-Astoria in New York, with such trimmings as lunch at the Stork Club, dinner at the Copacabana, tickets for a Broadway show, and the opportunity for the wife to buy a fall suit at Hattie Carnegie's, accessories at Bergdorf Goodman's, and shoes from Saks Fifth Avenue.

Campaign managers—regional sales managers-do not themselves compete for bonuses or other awards; but the one whose group makes the best showing can present "his missus" with a fall wardrobe worth \$300 at the store of her choice.

Emanuel Katz, Doeskin's president, and Ray Marcus, sales manager, have merchandised the contest for all it is worth since it was announced to the sales force. Letters and bulletins sent to the men have been breezy and humorous, peppered with political allusions. Here is a sample-two sentences from the introductory campaign bulletin:

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silk hat, the old man's getting ready to mount a soap box. Roll out the bables (and the blondes and brunettes too) the old man is going to be kiss-

ing everything in sight."

Considerable research went into preparation of the background material for the various parties. Short histories of each prototype party were mimeographed on special letterheads, illustrated by drawings symbolizing each. For the Populist Party, a stack of coins was shown, with signs planted in it reading, "Free silver" and "Take one"; an orator ranting, with the sign "Cross of Gold" above him, and the sales manager, whose name is Pumyea, depicted as "William Jennings Pumyea." The sales manager for the Free Soilers was shown as "Farmer Newburg," and the one for the Bull Moose party as "Col. Teddy Nussbaum." In each case an actual photograph of the manager's head was used, with the special symbolic trappings drawn on — a Rough Rider hat for Col. Teddy Nussbaum, etc.

Subsequent bulletins have also been processed on illustrated letterheads. Some of them have had anecdotes and items about slogans, or other odd bits on the particular party. They have been used as leads for the tabulation

of the standing of the men.

The Party Line, and FTC

In addition to the facetious partyline bulletins, Doeskin "Newsletters," with messages from President Katz, Sales Manager Marcus and other executives, have been going out.

The president's messages have, in a number of instances, dealt with the subject dear to his heart, Fair Trade, explaining it in terms meaningful to the salesman. Some have discussed the forthcoming radio advertising campaign, participation in NBC's Kate Smith program. Grey Advertising Agency handles the account.

A bulletin dated September 5 did

A bulletin dated September 5 did a good job of outlining a case history of two big sales chalked up by a Washington salesman, and translating them into votes, bringing his total to 11,884, putting him at the top of his group, and earning a \$100 bonus.

Doeskin is now distributed in about 20% of the country's 575,000 potential retail outlets for this type of merchandise. A contest which puts a premium on opening new accounts, and which provides an incentive for going along to the end—with double votes earned after the salesman's quota has been met—may raise that percentage before the snow falls.

We publish the newspaper that's read in 3 out of 5 homes in Nebraska and Western lowa

that's a market of 1½ million people with 2 billion dollars to spend

Omaha World-Herald

O'MARA & ORMSBEE, National Representatives



Missing sales to industry? You need the broad, blanket coverage your advertising gets in INDUSTRIAL MAINTENANCE MAGAZINE.

More readers! 15% more than any other industrial publication. Readers at the plant operating, engineering, maintenance levels. Readers who specify.

More plants! INDUSTRIAL MAINTENANCE takes your message into more than 50,000 well-rated plants in 23 different industries. Prospects you may have missed!

You get this broader, better coverage at lowest cost per thousand readers . . . at only \$1.75 per thousand. Try it!

COVER INDUSTRY COMPLETELY! INDUSTRIAL MAINTENANCE

Phila., Pa.

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Looking for a Top-Notch Sales Manager?

Here's one of unusual ability, integrity and experience.

He took a new product into a highly competitive field in 1947, built it to \$5,500,000 volume in 1952.

He is 39 years old, an outstanding personal salesman. But more important than that, he knows how to organize and budget a business, how to direct men, how to plan successful sales promotion and advertising. He knows packaging and point-of-purchase materials.

His experience includes work with a wide variety of distribution channels: wholesale drug-gists, variety jobbers, depart-ment stores, super markets, chain and independent drug stores and variety stores, beauty jobbers, military exchanges and foreign importers.

In five years his earnings rose

from \$10,000 to \$25,000.

I KNOW THIS MAN. I recommend him. Address inquiries to

A. R. Hahn, Managing Editor Sales Management Inc.



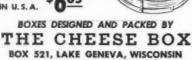
Sausage—2 lb. Sliced Bacon—2 lbs. aged Swiss—2 lbs. Wisconsin Brick—2 lbs. Sharp Cheddar-and 11/2 lbs. Dutch Edam.

IN AN OAK PICNIC BASKET \$3250 WITH A TABLE—DELIVERED DELIVERIES GUARANTEED



41/4 lbs. of 10 varieties of Wisconsin's Finest NATURAL CHEESE Packed in Wooden Cheese Box

POSTPAID \$685



SEND FOR BROCHURE OF COMPLETE LINE Other Excellent Selections \$2.50 up

G-E Seeks Conquest of Bigness Through Fanned-out Management

(Continued from page 26)

of 10,000 a year. Nearly all of the additions have skills, and some potentials. But how many among young men who could meet G-E's requirements, have decided instead to try to become larger frogs in smaller pools?

They might consider the fact that three decades ago a young man from Walla Walla, named Cordiner worked his way through Whitman College selling electrical gadgets. He managed to do both cum laude and, without marrying the boss's daughter, ultimately became president of G-E.

But one need not become president to grow in and with this outfit.

In an outline of the new management plan to stockholders in the annual report for 1951, Cordiner presented pictures and records of scores of men to whom its development has been entrusted. Here was tangible evidence, he said, that "many more opportunities have been provided for . . . managerial personnel." And here was the foundation on which G-E intends to build much bigger and stronger. . . .

Jobs - Wages - Profits

Tomorrow is partly a projection of yesterday and today. Quite steadily for two decades, G-E has been advancing corporately and in the number of jobs, the number of better jobs, the income and presumably the "welfare" of its people. Between 1941 and 1951:

Number of employes nearly doubled. from 121,326 to 210,200, while their take-home pay (not including pensions, insurance and other benefits) more than trebled, from \$278.6 to \$883.7 million. Their wages in fact rose faster than the corporation's -the net earnings of which, after taxes, doubled from \$56.7 to \$138.1 million-and the stockholders', whose dividends increased only from \$50.4 to \$85.9 million.

The growing size and diversity of G-E's business forced geographical and functional decentralization, and created more jobs in more places and more managers to direct them, long before the plan was launched to spark and harness and synchronize all this.

Since 1940 the number of G-E's manufacturing plants has grown from 34, in 29 cities in 11 states, to 122, in 95 cities in 23 states. The output of 1940's 34 plants was sold to customers for \$456.5 million. The output of some 115 plants in 1951 (and several have opened since) brought \$2,319,347,956. All this, of course, took more salesmen and more sales management.

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Prior to World War II all of G-E's diversified wares were made and sold by just four departments: Apparatus, Lamps, Appliance and Merchandise, and Air Conditioning. Today five group executives assist Cordiner in supervising 21 division general managers, who in turn coordinate the efforts of a total of 51 product department managers.

These five are Chairman Reed, for associated and foreign companies and for finance; three new executive vicepresidents-Henry V. Erben, Robert Paxton and Roy W. Johnson—and a new vice-president, John W. Belanger, in charge of defense work....

More Opportunities

Tomorrow grows from a gleam in a creator's eve.

For 60 years the men of General Electric have generated many of the things that have changed America's economy and life. Formed in 1892 as a merger of the Edison and Thomson-Houston companies, company brought together not only physical facilities but creative brains and patents. Through the years even before its first research laboratory or "House of Magic" was opened in 1900, and increasingly since—G-E has hired and harnassed creative brains.

How many opportunities did Edison make possible? Or G-E's Stein-metz? Or G-E's Whitney, Coolidge, Langmuir and all the rest?

A decade ago Chairman Reed and President Wilson could tell share-owners of G-E developments, the commercial application of which in one year saved "the American public many hundreds of millions of dol-

Five years later they could report on such things-some unheard of and even undreamed of in 1940-as electronic navigation, jet planes, automatic pilots and plane control systems, gas turbine locomotives . . . and atomic power.

Methods G-E used in building bazookas for war were being applied to washing machines. Experience in pioneering the electric blanket led to

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production of 300,000 flying suits.

The "major appliance" industry did not get going until the '20's. Yet G-E had pioneered the electric range in 1912. Aviation was still pretty primitive when G-E offered the aircraft turbo-supercharger in 1919. And at Schenectady in 1928 it held the first demonstration of television broadcasting.

A few of the others of the last quarter-century have been the hermetically-sealed unit for electric ice boxes, in 1927; Carboloy tools (cemented tungsten carbide), in 1928; artificial fever machine, 1929; Garbage Disposall, 1935; sealed-beam

auto headlights, 1939.

As a sequel to the Coolidge X-ray tube of 1913, G-E introduced, in 1940, the million-volt industrial Xray. And in 1942 the "House of Magic" offered the first American jet plane engine.

Enters Chemical Field

In its quest for better materials for insulation and other electrical purposes G-E got into chemicals and plastics - and presently became the largest maker of molded plastics. It developed silicones. (Silicon rubber, say the experts, is "comparatively unaffected by heat and cold." Silicon oils, under all temperatures, "maintain almost constant viscosity.") Now it is readying nucleonic power for submarines. And before long you may be wearing a "wrist watch radio," with tubes of G-E's germanium.

Although the company long has sold more than half of all incandescent lamps, it created and built acceptance for fluorescent lamps to the point where these lamps now light up more of America than the incandes-

Ralph Cordiner is right proud of G-E's creative heritage. But he thinks its creative future is greater

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"Since World War II," he tells SM, "we've introduced more basically new products than in all the previous 30 years. We now have three times as many people in research and advanced engineering as we had 10 years ago. The reason why they may be less known is that we have not one but many budding 'Steinmetzes.' Our research today is a group operation, to which a lot of people con-

"We're just beginning to make the most of the things we've already discovered, and more discoveries are

coming along.

"Did you ask me if I liked my job? This is the most thrilling business there is-with the widest opportunities!" . . .

Cold statistics may not thrill. But they still suggest opportunities.

The electrical industry is moving ahead faster than the economy as a whole. Its *share* of gross national product climbed from 1.2% in 1935 to 2.2% in 1941 to 3.8% in 1950. In 15 years this industry thus trebled its part of the vastly bigger total.

G-E grows just about as fast as the electrical industry. For years its share of industry total has averaged about 23%. Cordiner sees no reason why stronger selling can't boost this.

Although long first in company sales in the industry, with more than twice the total volume of Westinghouse, the No. 2 factor, G-E is said to stand first in only a dozen of its 51 product fields. The big fellow has been outranked by various specialized leaders-from RCA and Philco in TV sets and Frigidaire in ice boxes to Toastmaster in toasters and Carrier in air conditioning.

G-E's president says he does not think "competitively." He tries to concentrate more on long-range strategy than short-range tactics. He believes that as the company develops the products and the management, and gives the management at all levels the manpower, money, materials and facilities to do an ever-better job for customers, its growth in all fields

\$800 Million of Faith

is inevitable.

The shareholders believe in G-E. They have put \$800 million of faith in it . . . and with reason: Down through the years no dividend has been skipped. And yet nearly \$700 million has been reinvested in the company. Although \$200 million was borrowed in 1946 for postwar development, this was completely repaid out of earnings by 1949. G-E today has no bonds outstanding and no funded debt.

In the six years 1946-51 its plant expenditures totaled \$527 million. Recently Cordiner revised upward his estimates for more of the same in the next few years from \$350 to \$550 million.

Thus G-E is betting a billion on

tomorrow. . . . How can the new management plan make the most of it?

In 1945, five years before the plan went into operation, the then Vice-President Cordiner summarized these objectives of decentralization in a talk before American Management Association. It would:

"1. Avoid an undue percentage of employment" in areas where G-E produces (i.e., if possible, no "company towns");

"2. Disperse employment into more areas from which the company receives consumer and industrial busi-

"3. Simplify and clarify authority and responsibility of management;"

"4. Spread information on 'broad company policies';

"5. Develop, through integration, management ability at an early age;

"6. Establish more intimate management-employe relations . . .

Eighty-six per cent of G-E's employment was then in six eastern states. The plan would spread it midwest and south to states "not normally considered industrial."

(New plants or major additions have just been opened in Anniston, Ala., Asheboro, N. C., Chicago, Ill., Hudson Falls and New Hartford, N. Y., Linton, Ind., Lockland, Ohio, and Louisville, Kv.)

No "Company Towns"

The trend is toward production in smaller plants and smaller communities. Cordiner points out that on massproduction items this reduces costs. But for "heavily-engineered items"

these savings don't obtain.

In no "new" community would G-E employ more than 25% of the labor force. This does not obtain in such cities as Schenectady, N. Y., Pittsfield and Lynn, Mass., where its share already is higher. . . .

At the company's 60th annual shareowners' meeting, at Schenectady last April 15, Cordiner explained that decentralization "means not only the physical regroupings necessary to provide smaller organization units but also the delegation of authority to the management personnel involved so that they may be fully accountable for performance."

Each of the 51 department managers today receives "full authority for sales, manufacturing, engineering, finance — everything." His resources are manpower, materials, money and facilities, "out of which he generates the products to serve a market. There is no conflict within his area. The only withheld authority is that which has to do with general company policies."

The manager, however, Cordiner tells SM, must not get the idea that the department is "his own business. The shareowners' interests and the

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Want to reach all the people of South Bend, Indiana with your selling message? There's only one practical way—advertise in the South Bend Tribune. No other medium gets your story across to more than a small percentage of the people in this great market. With the Tribune you get 103.1% coverage of South Bend's Metropolitan Area (St. Joseph County)! Get all the facts on Indiana's Blue Rib-

The South Bend Tribune bon Market. Write for free market data book, "Test Town, U.S.A." Co

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STORY, BROOKS & FINLEY, INC.
NATIONAL
REPRESENTATIVES

company's objectives transcend his." But usually his authority is curbed only in cases where "the president decides to intervene or where line executive officers differ with staff officers in policies."

The plan does not spawn prima donnas. Cordiner has "a horror of the indispensable man." The very low mortality in the first year of the plan has come mainly in men "who could not take authority and those egotists who could not develop a team . . ."

In an address before American Management Association in New York last June, Ralph Cordiner said that G-E's plan emphasizes that "the growth of every business is an evolution of methods and men."

Leadership is "achieved through inspiring, encouraging, teaching, stimulating and motivating all the individuals in the enterprise to perform their assignments both well and enthusiastically as an integrated and synchronized business team."

Fortune called the plan "reorganization by pure reason." Some G-E boys, scanning the charts which have sprung from it, may wonder if they aren't being turned into robots, elec-

tronically controlled from 570 Lexington Ave. And they now hear that the plan and the charts are being amplified into a big book, which would further niche and define them.

But Cordiner makes clear that the understanding and developing of *people* is the heart of the whole thing. He thinks the new setup will free them, at all levels, from pettiness and politics and conflicting authority:

"If a man's got the stuff, this is his chance to show it."

Instead of ordering, G-E's top management now concentrates on:

- 1. Planning—to set objectives and harness the resources to reach them;
- **2.** Organizing—to decide how the resources are to be used, in a "clear, well-classified organization structure, manned by competent people who are given adequate compensation and incentives . . .;
- **3. Measuring** to evolve standards and devise means of analyzing progress and performances, and
- **4.** Integrating—to make the most of human and material resources. "This, in turn, involves the reuniting of the pieces of work assigned to in-

dividuals . . . to keep their work in balance as to nature, cost and timing."

A main task of *staff* is to aid and advise *line* operators. Staff (or "service") executives may recommend replacing line people—"but *not* by taking away their authority."

Also, the plan provides that, in setting performance yardsticks and developing operational practices, the individuals concerned "will themselves participate in their creation prior to their becoming effective."

Corporate responsibility, of course, starts with the Board of Directors. G-E's directors, Cordiner shows, are "experienced in banking and finance, education, food, textiles, agriculture, mining, manufacturing, marketing and transportation."

And they are experienced in G-E. Average service of the 15 (not including Reed and Cordiner) is weighted by six financial men who have been on the board 11 to 32 years. The third-of-a-century veteran is Francis L. Higginson of Boston. Other banks and investment banks represented are J. P. Morgan & Co., Morgan Stanley & Co., Bankers Trust of New York, National City

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of Cleveland, and Goldman, Sachs & Co., New York.

Nine of the 15 have served seven years or less. Most of these are producers and marketers: John Holmes of Swift & Co., George H. Love of Pittsburgh Consolidation Coal, Thomas B. McCabe of Scott Paper, Neil H. McElroy of Procter & Gamble, George G. Montgomery of Castle & Cook, Ltd., Robert T. Stevens of J. P. Stevens & Co., textiles, and Robert W. Woodruff of Coca-Cola.

Seven of all 17 are New Yorkers and three Bostonians. But the others, and especially the newcomers, are spread around: Atlanta, Chicago, Cincinnati, Cleveland, Chester, Pa., Pittsburgh and San Francisco. G-E's directors have been "decentralized,"

Cordiner calls them a "working board." In addition to monthly fullboard meetings, committees may meet several times in one week. At least twice a year the board meets at headquarters of different operating units.

From the board responsibility stems through Cordiner to what he calls "three distinct types of management components:

"I. Executive Management com-

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prises the President and any senior officer working with him on . . . over-all objectives, leadership, planning, organizing and performance appraisals.

"2. Services Management is made up of people skilled in specialist functions and sub-functions," who serve all product units and give technical advice to executive management.

"3. Operating Management is composed of managers responsible . . . for the successful conduct" of the respective businesses.

5 Group Supervisors

Just below Cordiner, in the center on the executive offices level, appear five group supervisors: Reed, for nine "Associated, Affiliated and Foreign companies" (the secretary and treasurer also report to him); Erben, for five divisions and three separate departments (not under divisions) of the Apparatus Group; Paxton, five divisions and four separate departments of Industrial Products and Lamp Group; Johnson, five divisions and one separate department of the Appliance and Electronics Group, and Belanger, Defense Products Group.

Although G-E reveals no sales breakdowns (other than the fact that about 70% of its \$2.3 billion volume currently is in industrial and defense and 30% in consumer products) each of these five may be said to supervise a "\$400 million business." Actually, defense products now represent 25% of its total.

Left of the "big five" on executive office level in the over-all organizational chart are six v-ps—for management consultation services, research, engineering, manufacturing, John L. Busey for marketing, and Edwin E. Potter, "Washington, D. C."

On the right, on this level, are the comptroller, the treasurer; Lemuel R. Boulware, employe and plant community relations, and Chester H. Lang, public relations—both v-ps—and the v-p and legal counsel, and the secretary.

These 17 men comprise President Cordiner's "staff."

One level down 11 of them (all except the "big five" and Potter of Washington) appear again as heads of as many components of services management.

And on the broad bottom line are shown all the major separate com-

"This is the size we make for the Growing Greensboro Market!"



THERE'S A WORLD of sales-sizzle cookin' in the Growing Greensboro Market—where 1/6 of North Carolina's 4-million people account for 1/5 of the state's sales of food, drugs, furniture and general merchandise totaling nearly \$1½-billion!

The 12 ABC counties of the Growing Greensboro Market are loaded with king-size sales possibilities for your goods or services—with the hefty selling punch delivered daily by the 100,000 circulation of the GREENS-BORO NEWS & RECORD...

The only medium with dominant coverage in the Greensboro 12-County ABC Market, and with selling influence in over half of North Carolina!

Greensboro News and Record

GREENSBORO, NORTH CAROLIN

Represented Nationally by Jann & Kelley, Inc.

Sales Management Figures

ponents of operating management. Each division is directed by a general manager (who also may be a v-p) and embraces two to seven departments, each of which usually is run by a manager.

An exception is Hotpoint Co., Chicago. Although a division of the Appliance and Electronics Group, under Roy Johnson, it produces and promotes major appliances (in lusty competition with G-E's "own") under a president and general manager.

Also separate companies, among others, on the chart are the Canadian and International G-E's, under Phil Reed.

The Apparatus group includes a sales division, directed by William V. O'Brien, Schenectady, a commercial v-p and gm.

It also covers motor and generator, switchgear and control, transformer and allied products, and turbine divisions. Its separate departments are locomotive and car equipment, and X-ray.

Industrial and Lamp divisions are chemical, component products, construction materials, measurements and industrial products, and lamps. Separate departments are Carboloy, Mahoning Valley Steel Co., Monowatt, and Trumbull.

Appliance and Electronics divisions are air conditioning, electronics, Hotpoint, major appliances and small appliances.

Currently, Defense Products embraces three divisions — aeronautic and ordnance systems, aircraft gas turbines and neucleonic projects.

The entire plan, Cordiner explains, will be kept flexible so that the present 51 departments can be expanded to 75 or more. . . .

Separate charts have been developed for the various services and operating managements. The *Marketing* chart appears in green.

Former marketing executive Cordiner thinks such titles as "sales manager" aren't broad and meaningful enough to encompass the job of the man charged with the responsibility of getting made-to-market products distributed, promoted and sold—and keeping customers sold.

In G-E's lexicon the Vice-President-Marketing (John L. Busey) "assists the president, group executives and operating management to obtain maximum sales volume and profits by:

"Helping to formulate over-all marketing objectives, policies and plans:

"Providing marketing services, advice and counsel;

"Conducting audits of effectiveness, economy and efficiency of marketing performance;

"Creating good customer relations,

"Promoting the usefulness and interchange of marketing information."

Handle Customer Relations

Apart, at top right of the Marketing chart, is the function of *Customer Relations*. This is handled (although Cordiner calls customer relations the concern of *all* G-E personnel) under seven commercial v-ps serving regions from New York City, Philadelphia, Atlanta, Chicago, Cleveland, Dallas and San Francisco.

In their areas, the commercial v-ps "provide customer relations service, advice and counsel to the Vice-President-Marketing, as directed to group executives (the "big five") and as requested by operating divisions."

They also work with prospects, trade associations and others; conduct sales-efficiency audits; co-ordinate sales; help to interpret policies and to exchange information between divisions in their areas; preside over dis-

trict marketing councils and, as Busey's deputies, are the "voice of management." fu

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Two G-E divisions are concerned with physical distribution; G-E Supply Co. (Charles R. Pritchard, president), which wholesales scores of thousands of the company's estimated total of 200,000 products; and G-E Appliance Co., of which P. A. Tilley is president.

Prior to the present setup all Marketing broke down into 10 major functions. The new chart reduces the 10 to five. But it also adds one function to Marketing and makes one subfunction major. Here are the present seven:

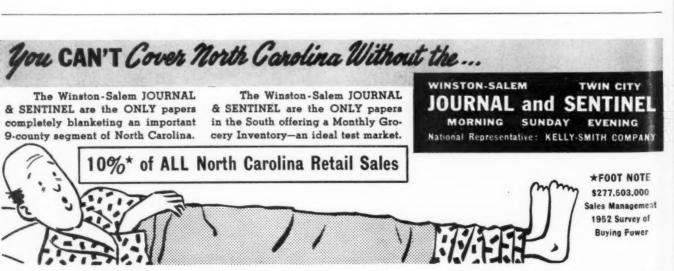
1. Marketing Research remains largely unchanged;

2. Product Planning and Pricing for Profit of the former chart are combined into Product Planning;

3. Product Scheduling, Inventory Control, and Marketing Services together become *Marketing Administrative Services*. (These range from sales forecasting, budgets and records to warehousing, order service and marketing office management.)

4. Sales Planning, Sales Administration, and Distribution are brought under Sales. This is then divided into Sales Management, Sales Planning, and Selling. (Sales Management alone embraces sales analysis and control; training; management of headquarters and field sales organization; operation and control of distribution; carrying out pricing, discounts, conditions and terms.)

5. Added to Marketing in the new chart are Advertising and Sales Promotion. (previously, co-ordination of product advertising, which originates with the various departments, was handled by a v-p for public relations and advertising, who also directed institutional advertising). Among subfunctions of this "new" Marketing



function are media relations, copy research, sales promotion, exhibits and displays, and product publicity.

6. Product Service continues in Marketing. It includes service training programs; management of service organization: warranties and protection plans; repair parts inventory control.

7. And one "activity" which rated only three lines under "sales administration" in the former setup, emerges as a separate major function: Marketing Personnel Development is responsible for recruiting, selection, training, placement and development of sales people. It "inventories" them, and works out compensation for them. . . .

Decentralization must be guided and stimulated—from the top.

The president, Cordiner says, is responsible for the "functional or operating results of others. But he should not try to do their jobs, nor even tell them how to do them. Instead, he should be a long-range thinker, a planner, an organizer and a teacher. . . . He progresses primarily on his ability to supply leadership to others."

He warns top managers not to vield to "the temptation to continue to work in the technical fields in which they developed interest and proficiency . . ."

No "Hurry and Worry"

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And he warns them also against "hurry and worry." Worry is "a form of fear; a realization of inadequacy. This in turn is a by-product of lack of time to think through confidently to sound objectives and a good plan. Hurry is a parallel evidence of misuse of time." The top manager should arrange his work so that it can be done primarily during office hours. This requires "conscious selection of his tasks and deliberate delegation of everything else to others.

The 17 others in G-E's top management also should delegate more, in order to get more time to think and plan and organize.

Their "committee work" has been reduced. As compared with the pre-vious 47 "management committees," G-E now has only two working with the executive office. One is the Advisory Committee of the 17, and the other is the Appropriations Com-

Delegation and decentralization. however, don't relieve the president of "ultimate specific authority and accountability" to directors and shareowners for success of the whole enter-

Nor should they cause him to work in an ivory-tower vacuum.

Cordiner finds time to get around. In six recent days, for instance, he addressed a G-E meeting at Shawnee, Pa.; sat in on a semi-annual review of the Locomotive and Car Equipment Department at Erie, Pa.; helped to dedicate a new automatic blanket and heating pad factory in Asheboro, N. C., and a new tube works at Anniston, Ala.; attended an electric utility's luncheon in Birmingham; addressed a G-E meeting in Atlanta . . . and played some golf there with Director Robert Woodruff.

He Knows the "Comers"

And he knows and keeps track of people—especially "comers."
"A big part of my job," he tells

SM, "is to prove opportunity."

From a lower drawer of the big desk he pulled out a black book. It contains "the names and records of people who are ready for bigger jobs.

Right now, for example, I'm weighing candidates for a big job which will be open 16 months from now when the man who holds it retires. I'm considering 11 men of various backgrounds for it.

"Most of these men happen to be in their 40's. . . . We believe in bringing younger people along. We're telling capable younger people that they don't have to wait so long for advancement.

"But we're not consecrated to Youth-Must-Be-Served. We want to give older men bigger chances too. For this job, I wouldn't leave out a man in his late 50's.'

The decentralization plan might be accented on the first two syllables. It is constructive and cooperative: "We encourage our people in all grades of supervision to help their people to get ahead. They get credit for reporting qualified people." . . .

In an outfit as big as G-E segments which may appear small on the overall chart become rather whoppingand complex. Each of the 21 division general managers, for example, guides a business averaging \$100 million sales volume. He must reconcile longand short-range objectives and programs, Cordiner points out. He must reconcile customer, shareowner, employe and public interests; balance the activities and progress of different kinds of work, all the way along, from engineering to marketing. He also "needs to be a thinker and to



THE PERFECT HOLIDAY GIFT!

Your Friends and Employees will appreciate these

BASKETS OF SUNSHINE Direct from our FLORIDA GROVES

This big exotic imported Mexican Hamper just bursting with tree-fresh Tropical Fruits contains 55 lbs. of assorted Florida Citrus Fruits; 3—I lb jars of assorted Marmalades and Jellies; 3—I lb jars of Fruits-in-Liqueur; a I lb box of Co-conut Patties; a brick of Paste Preserves; a I lb jar of Orange Blosbrick of Paste Preserves; a lib jar of Oranye Blos-som Comb-Honey; I jar of Coconut-ties; I bag of Pecans and I Pineapple (in sea-son)—all for the low On - the - Tree price of only



\$14.95

... Express prepaid

30 or more Delicious pounds of Florida Oranges, Grapefruit, Limes, Kumquats — All for only \$4.25

Express prepaid Send for Free full-color Booklet "J" showing many other attractive gifts.

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P.O. Box 667, South Miami, Fla.

motivate others to act.

"And he needs to do all this a little better, a little faster and a little more imaginatively than his competitors."

So, on his level, must the manager of each of the 51 departments.

Twice a year G-E holds a business review of each department. The visitors include usually Cordiner, the group executive v-p, the division general manager, and the v-ps for engineering, manufacturing, marketing, employe relations and the comptroller. The manager reports past-to-present status and predicts where his department will stand a year from now.

He is judged on volume of business; return on investment; control of costs; quality of product (one measure of which is number of complaints).

"We see them all on parade," Cor-

diner says.

Back home again, he may jot down another name or two in the black

One factor—probably the most important-is a manager's "relations'

Public Comes First

As a corporation G-E has long taken seriously its responsibilities. More than a half-century ago its first president, Charles A. Coffin, emphasized: "The company should first consider the public it serves, second its own success." G-E also weighs policies in terms of such segments of the public as customers, employes, suppliers, subcontractors-and shareowners. Plans are made and prices set less by competitive and other conditions than by what "should" be done.

Cordiner points out that electricity is the only thing that costs less today than 13 years ago. And he is proud of the fact that, whereas the prices of all manufactured products in this period climbed 114%, G-E's rose

only 55%.

Three years ago Representative Emanuel Celler's "monopoly" investigating committee called Charles E. Wilson on the carpet. (G-E reproduced its president's testimony and exhibits in a brochure, "Big Business and Big Progress Go Together.")

Wilson said that "bigness alone does not mean 'monopoly'." Among a lot of examples of small companies which can hold their own with big business," he cited Hormel meats, Brockway motor trucks, McGraw toasters, General Tire. He gave figures to show that "small business grows with big business"-both in competition with it and as a supplier

Big business, however, he added, often can better stand the strain of giving birth to new products: Between 1935 and 1948, G-E took an annual net loss on its garbage Disposall ranging from \$9,000 to \$424,-000. In 1950-19 years after research began on this product, 15 years after it was first marketed-the company hoped to sell 250,000 units, at a

To charges that G-E blocked introduction of fluorescent lamps, Wilson replied that it developed these lamps and the machinery for making and fixtures for using them; proved them;

> " . . . Public relations qualities in a salesman should be encouraged, for anything which makes a salesman more acceptable to customers—and to the public—makes him more valuable."

> > By Charles B. Roth Stimulating Salesmen Successfully

brought the price down to a level competitive with incandescent lamps, and got a full line on the marketall within four years.

Instead of reaching out to grab competitors, Charlie Wilson emphasized that G-E predominantly has generated its own growth, through research, manufacturing and marketing resourcefulness.

In fact, the big company has helped thousands of others to start and to grow: G-E and affiliates then owned 12,000 U. S. patents. On 3,500 patents it had issued licenses to others. And it had made available 2,300 more "for licensing to any applicant on a reasonable royalty basis.

Ralph Cordiner believes that as long as G-E "knows and serves" customers, and anticipates their needs, it

will make out.

But anticipates means more than how-would-you-like-it surveys. "Product planning involves more than suggestions from salesmen or even customers (although we welcome suggestions). It involves teamwork of various groups and functions, includ-

ing field testing.
"Actually, our job is to create obsolescence-real obsolescence-and then to prove its value to customers. Always we must fight with proof the it'll-do and it's-all-right-for-us attitude. . . . We often spend as much

time in the field, for example, proving to customers that they should replace such things as mechanical controls on locomotives and airplanes with electronic controls, as we spend proving them in the laboratories.

"With industrial customers we work from the ground up. They call us in before they start to make improvements in processes and products, Often we tailor-make to their specific needs. Thus we help them develop greater efficiency and better products

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"On the other hand, in consumer goods-to cut customer costs and our own-we do a mass job. We offer the fewest number of models needed to serve the great bulk of the market. (Recently G-E reduced its flatiron line from 26 to three.) We shoot at, say, 80% of the potential market, and let other manufacturers 'specialize' to reach the rest."

Cut Distribution Costs?

Thus far G-E has been able to reduce distribution costs, Cordiner says, "only as percent of volume." And although simpler lines of widely-sold products should help in this, G-E always has new babies coming along that require special sales attention.

"Take the electric blanket," he told one group. "Retailers selling bedding for \$7 to \$10 are a little doubtful about getting \$39.50 for an electric blanket. We have specialized in manufacturing facilities for this product. Why introduce a bottleneck at the selling level? When the product has won complete acceptance, it can then be turned over to the general salesman.

"This plan may cost more at the start, but less in the long run.

Could advertising costs be reduced we asked him? Doesn't the long loyalty of millions permit less

advertising today?

Ralph Cordiner is pleased that so many-in so many different ways-'put their confidence in G-E. the new babies keep coming, and they require special promotional care. Improvements continually are being made in the established products . . . and G-E must make capital of them. Many families who know some G-E products need a broader education.

Always the "market" changes. Every year, millions come of age; millions marry; millions more buy

homes

And always the House of Magic has new things to offer.

Making the most of all this takes a lot of creative Management-and creative Marketing.

Industrial Advertising Investments By 489 Concerns

Now you can compare your business paper investment against competitors: Associated Business Publications, N. Y., has querried, for the first time, 489 companies that spent \$50,000 or more in business papers during 1951—and discovered that together they invested a total of \$74,061,817, or 28.3% of the estimated total investment in business papers last year.

A breakdown of the report shows: ... 4 companies spent \$1 million or more;

... 5 spent \$750,000 to \$1 million; ... 8 spent \$500,000 to \$750,000; ... 28 spent \$300,000 to \$500,000; ... 217 spent \$100,000 to \$300,-

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... 227 spent \$50,000 to \$100,000. The top two: General Electric Co. (\$1,600,000); Westinghouse Electric Corp. (\$1,540,500). Note that Westinghouse is now a stone's throw from G-E budgetwise. Whose advertising is the more effective? Last year Westinghouse, in products and services sold, logged \$1,240,801,000; G-E's total was \$2,319,347,000.

Competitive Budgeting?

The profile indicates that:

1. Many direct competitors don't see eye to eye in appropriating business paper budgets. Example: B. F. Goodrich advertises itself "Number 1 in Rubber, Number 1 in Research"—but it's number 2 in business press advertising. Leader is U. S. Rubber Co., who last year invested \$648,900, or \$186,000 more than Goodrich.

2. Many "big" consumer advertisers with industrial products apparently are not big business paper adver-

tisers.

3. A few industrial front-runners are conspicuously absent from the list. Example: Chase Brass & Copper Co.,

In the chart at right, SM has arbitrarily selected 9 industrial classifications, ranked companies according to amount of appropriation. Admittedly, not all firms selected are direct competitors.

You can have the full report, which lists all 489 companies and their business paper investments, by writing to Associated Business Publications, 205 East 42nd St., New York 17, N. Y. Price: \$1.

Competitors	Disagree (on Ad S	pending
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Aluminum		1951	expenditure
	Aluminum Co. of America	7	\$791,500
	Reynolds Metals Co.	107	166,000
	Kaiser Aluminum & Chemical Corp.	325	79,100
Copper	Anaconda Copper Mining Co.	37	325,000
	Revere Copper & Brass, Inc.	67	220,000
	Ohio Brass Co.	159	136,000
	Bridgeport Brass Co.	311	80,000
Electrical	General Electric Co.*	1	1,600,000
Equipment	Westinghouse Electric Corp.*	2	1,540,500
-4arbinein	Square D Co.	158	136,200
	Allen-Bradley Co.	191	121,000
	Cutler-Hammer, Inc.	263	99,600
	Bull Dog Electric Products Co.	332	75,400
	Electric Controller & Mfg. Co.	383	65,000
Fork &	Yale & Towne Mfg. Co.	100	177,000
Lift Trucks	Hyster Co.	141	144,700
LIII ITUCKS	American Hoist & Derrick Co.	217	110,000
	Baker Raulang Co.	245	100,000
	Elwell Parker Electric Co.	473	50,000
Hardware	Simonds Saw & Steel Co.	119	155,600
i lai uware	Disston & Sons, Inc.	344	74,100
Instruments	Taylor Instrument Cos.	193	120,000
	Foxboro Co.	264	99,500
	Leads & Northrup Co.	297	85,000
Oil	Sinclair Refining Co.	31	361,000
	Socony-Vacuum Oil Co., Inc.	50	283,000
	Esso Standard Oil Co.	60	250,000
	Gulf Oil Corp.	64	223,600
	Standard Oil Co. of Indiana	74	203,000
	Standard Oil Co. of New Jersey	79	200,000
	Sun Oil Co.	115	158,300
	Shell Oil Co.	120	155,000
	Standard Oil Co. of California	225	107,000
Rubber	U. S. Rubber Co.	10	648,900
	B. F. Goodrich Co.	19	462,900
	Goodyear Tire & Rubber Co.	39	319,700
	Dayton Rubber Co.	198	118,100
	Gates Rubber Co.	199	118,100
	Firestone Tire & Rubber Co.	367	68,200
Steel	U. S. Steel Co.	6	880,000
	Bethlehem Steel Co.	18	475,500
	Republic Steel Corp.	34	334,600
	Inland Steel Co.	73	207,300

For Hurried, Hungry Folks, An Industry's on the Run

There's as much difference between yesterday's gaudy soda parlor and today's sleek fountain-luncheonette as there is between cracker barrels and automatic venders. Reason: Americans have become hurry-happy. They bolt their food.

October's issue of Fountain & Fast Food (circ. 40,000) looks back over 50 years of publication, points out to counter and fountain restaurant operators that eating habits have changed drastically since 1902.

A half-century ago Americans who wanted to "eat out" and have a fullfledged meal had to go to a full-fledged restaurant. Today one can have a plausible, multi-course lunch or dinner in a drug store fountainluncheonette, a drive-in, a hotel coffee shop, diner, counter restaurant. Here the customer has a reasonable assurance that he'll get quality food, be served rapidly - for a reasonable

From Soda to Chefs

Says Editor Jim Horan: "As eating habits became faster, the counter was the logical place for the speed-The entire restaurant business, fourth largest industry in the world, pulls in \$10 billion annually; fastfood operators take a \$5-billion slice out of that, according to Charlie Mc-Hale, general manager, F&FF.

Where did the counter come from? It's an offshoot, and a lusty one, from the soda water business. In 1902 there was no food connected with the soda parlor. And the soda business was only a 6-month operation; nobody wanted a cold drink in February. The establishments themselves looked like a combination morgue and classy funeral parlor. The counter was a marble slab; there were ornate superstructures, spittoons and jimcracks thrown in.

By 1903 a few operators served coffee, hot soda, bouillon. Here was the beginning of food service. Next came sandwiches - and competition. Result: The operator who thought up the most lavish names for fountain concoctions beat his competitor. Sample: Cherry Sangaree; Current Shrub; Russian Tea.

It took fancy mechanical dispensers to dish out such fare; most of the old apparatus worked, but not half as hard as the fountain man, who rebelled at the very thought of cleaning the equipment.

Many operators had gone into the food end by bits and dabs in the early 20's. Some began to serve complete meals, promptly went broke. Reason: poor equipment, low volume, high prices. Customers passed up counters for the table across the street.

Nevertheless, by 1929 two-thirds of F&FF readers were serving full breakfasts, afternoon tea and dinner. Biggest development to bring customers around to the "eat out" idea was the appearance of compact, functional kitchen equipment that would fit into a small space, do a big job. By 1930 mechanical fountains, carbonators, cabinets and dispensers were lending dignity to the industry, speeding its service and growth. So it was in the 30's that counter business finally evolved into a complete hot-food operation-from soup to filet mignon.

By 1940 "fountain service" became generic-its meaning was clear to retailer and customer: a counter service food operation that includes in its installation a soda fountain. One could get a hamburger "to go" or, if he wished, dawdle over a complete

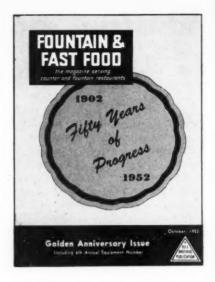
Eating Time: 10 Min.

When cars became plentiful just before World War II, enterprizing operators on the West Coast moved to city fringes, built drive-in restaurants, where fast-food methods gave nomadic citizens a chance to grab a bite without leaving the driver's seat. And now there are great fast-food chains that depend on high volume and quick turnover for profit; the customer is in and out in less than 10 minutes. Even the waitresses, dressed in identical uniforms, seem to function like wound-up machines.

In many such chains there is a standing rule that must attract a good many customers: no tipping. Here service is standardized; so is the equipment, the decor-and for that

matter-the food.

Quick-service has more than doubled its retail sales volume in the past 10 years. Consumer advertising is responsible for part of the boom: This month the National Restaurant Association and Institutional Food Pur-



A LOOK BACK: October issue of Fountain & Fast Food carries full story of quick-food industry, tracing its growth from the sodawater beginning to its lusty proportions today. Has the industry changed eating habits? This is 50th year of publication for F&FF.

veyors are spending nearly \$1 million to tell 37 million consumers that "October Is Restaurant Month.

Trade advertising, too, has helped change food habits. F&FF points to advertisers who've bought space since Vol. 1, No. 1: Horlicks Corp. (malted milk); Coca-Cola; Welch Grape Juice Co.; National Cash Register Co., others. And the promotion of trade names has accounted for part of the consumer success: As far back as 1910, says Horan, the "smart" fountain boasted a fancy drink dispenser marked by a brand name. People remembered the name of a good drink, asked for it again-by brand

How About Tomorrow?

Appliance manufacturers have had a big hand; they've engineered efficient commercial kitchen equipment, brought it to the attention of the operators. Indeed, 75% of F&FF linage is bought by equipment people.

After 50 years F&FF is optimistic about the future. Biggest job ahead is to merchandise the industry, keep on with physical modernization, keep pounding home the "eat and get out idea. H. J. Heinz ("57 Varieties") quoted in one of the magazine's lead stories this month, started the trend when he said: "It's time we took the glass off the back bar and put in selling power.'

...all by Itself

Population, sales and income statistics
serve just one practical
purpose—to show where sales
can be made. The man to whom they
mean most is the sales
executive. They indicate where
he can better past performance, preserve gains already
made. And he's the best judge of
their worth...since the sales
he produces are a verdict
on their accuracy.

The Survey of Buying Power reaches by far the largest sales executive audience in the country ... because SALES MANAGEMENT alone is edited for these top men—in companies buying 94% of all national advertising.

No book of this type could survive the test of *their* demands year after year unless it lived up to its tremendous purport.

The *Survey* is all by itself... at the top of your prospects' sales picture... your sales picture.



 $The \ Survey \ is \ all \ by \ itself$

unmatched in audience,

years of service,

ACCEPTANCE

What Interests Mr. Farmer?

He was asked: "On which four of these subjects do you most frequently want information?" The answers:

Market prospects in the months ahead	54%
Fertilizers and rotation	53
Handling and feeding livestock	48
Weed and insect pest control	44
Livestock and poultry diseases	34
Advice on current livestock and grain markets	33
Soil conservation	29
Care and use of machinery	24
Farm legislation, taxation, etc.	23
Corn and other field crops	18
Repairing and constructing barns, etc.	17
Country schools, roads, etc.	17

What Interests Mrs. Farmer?

Recipes and meal planning	58%
Canning and freezing food	57
Patterns, sewing, fashions	53
Home improvement, painting, remodeling, etc.	44
Health and medicine	39
Bringing up the family	36
Keeping poultry	32
Gardening	30
Kitchen and home equipment	24
Managing family finances	12
Country schools, roads, etc.	6

SOURCE: statistical laboratory, Iowa State College

The Curious Farmer: What's He Looking For?

Twice within the past 4 years the publishers of Wallaces' Farmer and Iowa Homestead asked the statistical laboratory of Iowa State College to analyze information sources which representative farmers use to help them become better farmers. Current findings, presented in "InFARMation Please #2," show that Iowa farmers are hungry for information.

An average of 2.9 papers or magazines carrying farm information are read regularly by the men, while women regularly read an average of 4.0 papers or magazines carrying farming or homemaking information. Farm families own slightly over 2 radio sets in working condition (with

1 in a car, truck or tractor to every 2 in the home). As of last fall, TV had not penetrated deeply into Iowa's farms, and only 12% had sets.

Here, according to the study, are prime information sources to which farmers turn for guidance:

Farm papers and magazines 58%

Talking to other farmers	35
Listening to radio	30
Reading newspapers	26
Farm Bureau office	18
Federal agencies	10

A point worth noting: Manuals of manufacturers received only a scattering mention-5%. But housewives, too, depend mostly on farm publications. The distaff data:

Farm papers and magazines	60%
Listening to radio	50
Reading non-farm magazines	38
Talking to other homemakers	29
Reading newspapers	24
Meetings	14
Federal agencies	12

"When you want information on where do you get it?" Response to this question indicates that farm publications and other magazines hold a strong lead among farmers over both newspapers and radio on all subjects except "advice on current livestock and grain markets," where radio is well ahead. And newspapers top their rivals in "farm legislation, taxation, etc." and "country schools, roads, etc."

Farm papers and other magazines are preferred sources for all types of information sought by farm housewives, according to the study.

About 60% of Iowa farmers use stock feed containing antibiotics, so researchers asked them where they first heard of these relatively new drugs. "Talking to others," said 43%; "reading about them," said 35%; "listening to radio," said 13%.

Did they read up on antibiotics before using them on stock? "Yes"-85%. Farm magazines were the source for 55% of this information, while pamphlets and bulletins pre-pared by manufacturers were mentioned by only 5%.

While "InFARMation Please" contains no direct answers to the question, "How can I get the farmer or his wife to read my advertise-ment?", nearly every page offers a clue, since it is reasonable to assume that the editorial subjects which catch their eyes and ears are indicative of the most popular advertising subject matter. The survey proves that the farmer wants to be a better farmer, the wife a better homemaker. What can you, the advertiser, offer

"InFARMation Please" is handsomely spiral-bound, the contents subdivided into 9 sections. It's priced at \$10 a copy (to scare off curiosity seekers), but if you have a product or service for the farm trade, you can wangle a free copy from the nearest office of Wallaces' Farmer and Iowa Homestead. The main offices: Des

Moines, Ia.

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"SEE YOU AT THE POLLS!"



Nobody knows for sure how it started—this line about "See you at the Polls!" we're hearing all over these days.

Best explanation seems to be that it came from that state candidate out west.... His opponent in a debate got all riled up and challenged him to fight it out in the alley.

But he said—"I'll settle this the AMERICAN way—I'll see you at the polls!" And the audience picked up the chant.

Now everybody's saying it—and on Nov. 4 everybody will be doing it!

"SEE YOU AT THE POLLS!"





FUTURE SALES RATINGS

as of October 1, 1952

Key to Relative Size Ratings

(by industry sales volume)

A-Ten Billion Dollars and Over

B-Seven Billion to Ten Billion Dollars

C-Four Billion to Seven Billion Dollars

D-Two Billion to Four Billion Dollars

E—One Billion to Two Billion Dollars

F-One-Half Billion to One Billion Dollars

G-Under a Half-Billion Dollars

↑Rating raised ↓Rating lowered

Key to Sales Prospect Ratings

(All ratings are relative to the median (***), which indicates approximately no change in relation to the corresponding period of the preceding year.)

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**** Best Relative Outlook

*** - Very Good Relative Outlook

*** —Good (Medium) Relative Outlook

** -Fair Relative Outlook

★ —Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for 4th Otr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 4th Otr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	D	****	****	Luggage	G	*	**
Air Conditioning	F	****	****	Machine Tools	G	****	****
Air Transportation	G	****	****	Machinery (Agric.)	E	****	****
Aircraft Sales	C	****	****	Machinery (Ind'l.)	В	****	****
Auto Sales (New)	A	***	****	Materials Handling	A	****	****
Auto Sales (Used)	E	**	***	Meats	C	***	***
Auto Tires	E	***	***	Medical and Dental Care	D	****	****
Baking	D	****	****	↑Metal Containers	F	**	****
Banks (Revenue)	E	**	**	Metals (Non-Ferrous)	C	****	****
Beer	C	****	***	Motion Pictures	E	*	*
Building (Heavy)	В	****	****	↑Musical Instruments	E	**	**
Building (Residential)	C	****	****	Office Equipment	F	****	****
Candy & Chewing Gum	E	***	***	Oil Burners	E	****	****
Canned Fruits & Veg	E	****	***	↑Oil (Cooking)	G	***	***
Cereals	G	***	***	Oil Equipment	D	****	****
Chemicals	A	****	****	Packaging & Containers	E	***	***
Cigarettes	D	***	****	Paint	E	****	****
Cigars	G	***	***	Paper & Products	C	***	**
Clothing (Men's, Women's				Personal Care	D	***	****
& Children's)	A	****	****	Photographic Supplies	G	****	***
Coal (Anthracite)	F	***	****	↑Plastics	F	****	****
Coal (Bituminous)	D	***	****	Plumbing & Heating	D	****	****
Coin Machine Sales	D	****	****	Printing & Publishing Equip	F	*	****
Commercial Printing	E	****	****	Radios	F	*	*
Cosmetics	F	***	****	Railroad Equipment	D	***	***
Cotton Textiles	D	****	****	Railroads	В	****	****
Dairy Products	D	****	****	Refrigerators	E	***	****
Department Stores	A	****	****	Restaurants & Bars	A	****	****
Diesel Engines	G	****	****	Restaurant Equipment	E	****	****
Dinnerware	E	**	*	Rubber Products	D	***	***
Drugs & Medicines	D	***	****	Security Financing	F	****	***
Dry Cleaning	E	****	****	↑Shipbuilding	F	****	****
Education	F	*	*	Shoes	D	****	****
TElectrical Equipment (Heavy)	c	****	****	Silk Textiles	G	*	*
Electrical Equipment (Light)	G	***	****	Soap	E	***	****
Exports	A	****	**	Soft Drinks	F	***	***
Farming	Ā	****	****	Sports & Sporting Goods	C	**	***
Flour	D	***	***	↑Steel & Iron	A	****	****
Food Processing	A	****	****	Sugar	E	****	****
Furs	G	*	*	↑Surgical Equipment	G	****	****
Gasoline & Oil	Č	****	****	Synthetic Textiles (Rayon,			
Glass & Materials	E	****	****	Nylon, etc.)	E	****	****
Government Procurement	Ā	****	****	†Television	Ğ	***	****
Groceries	Â	****	****	Toothpaste & Mouthwashes	Ğ	***	****
Hardware	D	****	****	↑Toys & Games	G	****	***
↑Hotels	D	****	****	Trailers (Auto)	G	**	**
1 House Furnishings, Floor		AAAA	2222	Travel & Vacations	A	****	****
Coverings, Furniture, etc	C	****	****	Travel Overseas	D	****	****
Household Products (Misc.)	č	****	****	Trucks	D	**	***
Imports	č	****	****	Utilities (Electric)	č	****	****
Instalment Financing	č	****	****	Utilities (Gas)	Ē	****	****
Insurance	č	****	****	Utilities (Telegraph)	Ğ	**	***
Jewelry & Watches	E	****	****	Utilities (Telephone)	D	***	****
Laundries	F	****	****	†Vacuum Cleaners	G	***	***
TLiquor (Alcoholic)	ć	***	****	↑Washers (Household)	F	***	***
I ridge (Vicouolic)	-	~~~	~~~~	Lingshals (Lingsahold)		~~~	2220

Note: Future Sales Ratings are specially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

Fourth Quarter Sales Prediction: 31 Industries Will Do Better

Business is optimistic for the fourth quarter, but a little more conservative for the full 12 months ahead when it's guessed that 21 industries will move up, while 5 others will drop back from current levels. How are your prospects?

The Future Sales Ratings Board of Analysts, the 300-man group that predicts sales potentials in 107 industries exclusively for SALES MANAGEMENT, changes its fourth quarter ratings for these reasons:

Ratings Up..

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Larger government allocations of raw materials for civilian goods.

Recognition of businessmen's need for more sales promotion,

Strong financial position and continued high buying power of individuals and businesses.

More liberal consumer credit terms. Continued heavy armament spending.

Revival of textiles and other soft goods.

Re-sparking of home building.

Mild, creeping inflation which will stimulate forward buying.

Ratings Down ...

Fast-rising volume of credit, indicating more borrowing from the future.

Possibility of lower plant expenditures by private industry.

How to Read the Table

For a complete perspective on each of the 107 industries rated, the "size" rating and the "sales prospect" rating should be studied together. Reason: A change in a low-dollar-volume industry is much less significant in dollar sales than a change in a big-volume industry.

Specific Forecasts: Ratings

Air Conditioning: Raised from a 3star to a 4-star rating, reflecting improved production prospect and favorable sales background in view of hottest summer on record.

Auto Sales (new): Production rebound from the long steel strike, increasing availability of raw materials, coming new models and strong promotional plans bring increase of nearterm rating from 2 stars to 3 stars and long-term from 3 stars to 4.

Auto Sales (used): Increased tradeins resulting from increased buying of new cars are expected to advance used car sales; near-term rating up from 1 star to 2 stars.

Auto Tires: Also expected to feel the new-car pickup; near-term rating up from 2 stars to 3 stars.

Banks (revenue): Rise expected with further liberalization of credit terms and more goods to finance; near-term rating up from 1 star to 2.

Beer: Prospective favorable public buying power and gains in beverage competitive position bring an advance in the near-term beer rating from 3 stars to 4 stars and in the long-term rating from 2 stars to 3 stars.

Building (residential): Liberalized home-building credit terms, increased building supplies, and the pressing need of many families for homes point to demand rise; near-term and long-term rating each up from 3 stars to 4 stars.

Cigarettes: Growing population, good promotion, gradual per-capita consumption gains point to another small increase over previous highs; near-term rating up from 3 to 4 stars.

Clothing: Pickup foreseen, reflect-

ing previous low buying levels, rising replacement needs and high buying power. Near-term rating up from 4 stars to 5.

Coal: Although current inventories are high, prospective production slow-downs and strikes will force some buying into the longer term; anthracite up 1 star and bituminous 2 stars, with 5-star rating for each in long-term.

Commercial Printing: Improvement expected, reflecting increasing need for promotion, including direct mail, as increased production develops from larger raw material supplies. Nearterm and long-term rating each up from 3 stars to 5 stars.

Cotton Textiles: Recovery expected to continue; near-term rating up from 4 stars to 5 stars.

Department Stores: More goods to sell, greater promotions, high buying power bring near-term rating up from 3 stars to 4.

Electrical Equipment (heavy): Utilities lead all industries in huge new expansion plans; long-term rating up from 4 stars to 5.

Electrical Equipment (light): Industry expected to rebound from depressed levels, reflecting more raw materials, public replacement needs. Near-term rating up from 2 stars to 3; long-term 3 to 4.

House Furnishings (floor coverings, furniture, etc.): Industry considered over its minor depression spell; recovery potential brings near-term rating from 3 stars to 5 stars and long-term 4 stars to 5.

Household Products (misc.): Better supplies resulting from more raw material allocations, and replacement needs bring near-term rating up from 3 stars to 5.

Hotels: Greater production ahead and need for increased travel by salesmen bring 1-star rise for both near- and long-term ratings.

Instalment Financing: Easier credit terms and increased supplies of goods



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Behind the Forecasts

Peter B. B. Andrews seeks the opinions of 300 key men in government, industry, and the universities before predicting the near-and long-term sales outlook in 107 industries. He's been contributing economic forecasts to Sales Management since 1934. Andrews joined Hearst Magazines, New York, as economist in 1945, and since 1946 he has been consulting economist and research director, National Distribution Council of the Department of Commerce.



From 1941-45 he was industrial economic adviser for the mobilization agencies which became the War Production Board.

to buy bring rise in near-term rating 3 stars to 4.

Liquor (alcoholic): Another industry expected to rise from highly depressed levels; long-term tax liberalization anticipated. Near-term rating up from 1 star to 3 stars; long-term from 3 stars to 5.

Metal Containers: Greater availability of raw materials for can production ups the near-term rating from 1 star to 2 and long-term 2 to 4.

Musical Instruments: Pulling out of semi-depressed state, more materials and buying power bring near-term up from 1 star to 2.

Oil (cooking): Better supplies and relatively generous spending of public for foods bring near-term rating up from 2 stars to 3.

Paint: Residential building pickup and rehabilitation needs of rising total of used homes causes rise for near-term, 3 stars to 4.

Plastics: Improved raw material availability over the long-term and increasingly favorable competitive position bring rating rise for long-term, 3 stars to 4.

Printing & Publishing Equipment: Increased use of the printed word, better production picture and strides in equipment improvement up long-term rating from 1 star to 4 stars.

Refrigerators: More raw materials and rebound from "depression" bring

near-term up from 2 stars to 3 and long-term 3 to 4.

Restaurants and Bars: Relaxed building controls expected to bring more construction needs to meet demands of rising population; near-term rating up 2 stars to 4, long-term 3 to 4.

Shipbuilding: Naval shipbuilding program finally gets well under way; long-term rating up from 3 stars to 5.

Steel and Iron: Rebound from steel strike and heavy demands throughout the economy bring rating advance for near-term, 4 stars to 5.

Surgical Equipment: Increased needs for military and for rising population bring near-term rating up 4 to 5 stars, long-term 3 to 5.

Television: Rising replacement needs, prospective station increases bring higher ratings, near-term 2 to 3 stars, long-term 4 to 5 stars.

Toys and Games: Manufacturers getting unusually heavy orders, with some scarcities threatening; near-term rating up 2 stars to 4.

Trailers (auto): Prospect of more raw materials for production brings pickup in near-term rating 1 star to 2; long-term 2 to 3.

Vacuum Cleaners: Another industry rebounding from depression, with public underbought; near-term rating up from 1 star to 3.

Washers (household): Prospective production increases, new and replacement needs bring rise in near-term rating, 2 stars to 3.

Specific Forecasts: Ratings lowered:

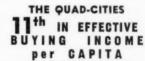
Building (heavy): Indications of a slowdown in longer-term plant expansion cause reduction in long-term rating to 4 stars.

Chemicals: Large gains over the tremendous, armament-stimulated sales record of the past 12 months are not foreseen; long-term rating lowered to 4 stars.

Glass and Materials: Plant expansion slowdowns for long-term indicated; long-term rating reduced from 5 stars to 4.

Machine Tools: Though near-term prospect continues at 5 stars, some softening is expected for long-term, down 1 star to 4.

Railroads: While an increase in traffic is anticipated over the long-term, it is expected to be minor; long-term down 1 star to 4.



among Sales Management's 162 Metropolitan Areas

Distributors and merchants here are pleased that the Quad-City area has moved 3 steps ahead to 11th place in the effective buying income category. This great depth of quality among 240,500 Quad-Citians is a pretty good promise of success for the advertiser who has quality merchandise to sell and does it wisely through the use of WHBF-TV now received by over 123,000 TV set owners.



TELCO BUILDING, ROCK ISLAND, ILLINOIS
Represented by Avery-Knodel, Inc.

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Retail Sales Forecast for October, 1952

Retail sales in October will probably total over \$13.7 billion, for a gain of 4% over last October. This makes the seventh consecutive month in which a significant gain has been recorded over the corresponding month of last year. While these gains are not large, averaging about 5% over the past six months, they clearly indicate that retail sales in 1952 will top all previous annual dollar volumes.

One reason for pessimism in retailing circles arises from the disappointing performance in department store sales, which for the year to date has fallen 2% below the level of 1951. Department store sales reflect very little of the high activity in food lines, which has been consistently racking up gains of 8% to 10% over last year. In recent months, however, furniture and appliances have been coming up strongly, as is true of the lumber, building, and hardware group. Fall activity in apparel lines is also promising, giving rise to the conviction that 1952, which started off in the throes of a retailing recession, will end well.

Among those states reporting better-than-average performances for this October (as opposed to October of 1951) are: Arizona, Florida, Kansas, Kentucky, Louisiana, New York, Oklahoma, Texas, Virginia, and

Wyoming.

The leading cities, those with citynational indexes well above average. are: Paducah, Ky., 140.6; Lansing, Mich., 120.4; Casper, Wyo., 117.9; Elmira, N. Y., 116.9; Wichita, Kan., 115.9; Newport News, Va., 115.5; Tucson, Ariz., 114.8; Corpus Christi, Tex., 112.9; Columbia, S. C., 112.2; Augusta, Ga., 111.7; Wichita Falls, Tex., 111.2; Hartford, Conn., 111.0; Norfolk, Va., 110.1; Riverside, Cal.,

110.1; Amarillo, Tex., 110.0; Hempstead Township, N. Y., 109.8; Lubbock, Tex., 109.7; Portsmouth, Va., 109.3; Shreveport, La., 109.2; Fort Worth, Tex., 108.6; Hutchinson, Kan., 108.3; Bridgeport, Conn., 108.2; Pensacola, Fla., 108.0.

Sales Management's Research Depart. ment, with the aid of Market Statistics, maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

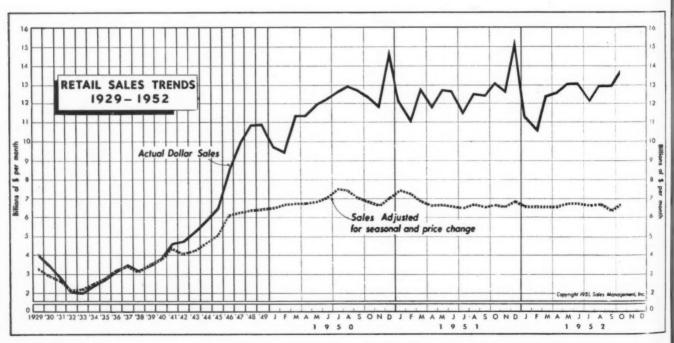
The retail sales estimates herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in

SM's Survey of Buying Power.

Three Index Figures Are Given the first being "City Index—1952 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in a market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail a gain of 300% over the same 1939 month. . . In Canada the year of comparison is 1941, the most recent year of

official sales census results.

The second figure, "City Index, 1952 over 1951," is similar to the first except that last year is the base year. For shortterm studies it is more realistic than the first, and the two together give a wellrounded picture of how the city has grown since the last Census year and



Retail sales in October will total \$13.7 billion, but when adjusted for seasonal influences and price change this volume of sales in terms of 1935-39 dollars amounts to \$6.8 billion. While the unit

volume of sales is still below the peak levels of last year, this marks over half a year during which both the unit and dollar volume of sales show an increase over the corresponding month of last year,

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how business is today as compared with last year.

The third column, "City-National Index, 1952 over 1951" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the Nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together, will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

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Suggested Uses for This Data include
(a) special advertising and promotion
drives in spot cities, (b) a guide for your
branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of
letters for stimulating salesmen and forestalling their alibis, (f) determining
where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

*Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1951 which equals or exceeds the national change.

RETAIL SALES

(S.M. Forecast for October, 1952)

		City	
City	City	Nat'l	
Index	Index	Index	\$
1952	1952	1952	(Million)
VS.	VS.	VS.	October
1939	1951	1951	1952

UNITED STATES

366.3 104.0 100.0 13718.00

Alabama

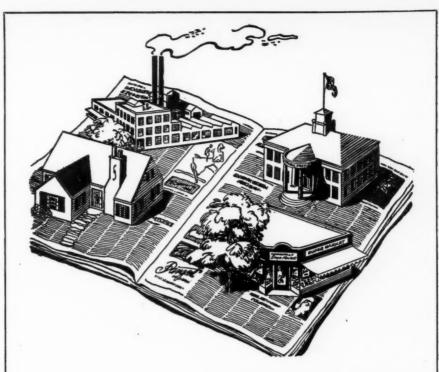
*	Birmingham		394.0	105.2	101.2	35.34
-	Gadsden		499.1	101.6	97.7	5.59
1	Mobile		405.4	103.4	99.4	11.19
1	Monigomery	٠.	351.3	103.1	99.1	9.73

Arizona

* Phoenix	 560.6	109.5	105.3	24.05
* Tueson	 558.3	119.4	114.8	11.78

Arkansas

Fort	Smith	 402.8	103.7	99.7	5.72
Little	Rock	 392.1	102.5	98.6	14.39



What is a Localnews Daily?

What is home?—what is church?—what is school?—stores?, neighbors?, friends? and all that make family life the base of all measurement?

The localnews daily is the keystone of the everyday life of its community. Reporting the social, educational and business activities in a way that binds together the interests of everyone—for a better understanding—a greater fellowship—a mutual appreciation of common problems—in short, a better way of life.

The localnews daily is the pivotal point—the clearing house—where friend meets friend—where merchant meets customer. It's the place where everybody meets everybody. All in all it's the grass roots of American democracy.

"LOCALNEWS DAILIES—basic advertising medium"

The Julius Mathews Special Agency, Inc.

NEWSPAPER REPRESENTATIVES

NEW YORK • DETROIT • CHICAGO • BOSTON PHILADELPHIA • PITTSBURGH • SYRACUSE

ONE OF NEW ENGLAND'S BEST

Markets Are People With Money To Buy

And Middletown ranks 5th in per family effective buying income in all Connecticut markets (cities with daily newspapers.)

Its per family income is \$7,319 . . . 15% higher than the state average and . . . remember . . . Connecticut has the highest family income of all 48 states!

You can't afford to miss this market with your selling message, and one newspaper alone, The Press, gives complete coverage, unequalled by any combination of incoming papers.

You Always Get MORE
In MIDDLETOWN



the average
Greenwich
family has
74%
MORE
TO
SPEND

than has the average U. S. family. Greenwich, Conn., a premium market, can be reached at little cost through Greenwich Time, often called "the best suburban daily newspaper in America" . . . and the only newspaper which effectively covers the market. Bogner and Martin, national representatives.

High Spot Cities

RETAIL SALES
(S.M. Forecast for October, 1952)
City
City City Nat'l
Index Index Index \$
1952 1952 1952 (Million)
vs. vs. vs. October
1939 1951 1951 1952

California Bakersfield 362.9 95.9 11.36 Berkeley 283.7 102.9 98 9 8.71 ★ Fresno 499.2 110.6 100.8 23.86 Long Beach ... 396.9 106.8 98.6 30.52 ★ Los Angeles ... 321.9 104.3 100.3 ★ Oakland 327.6 107.8 103.7 53.11 Pasadena 358.2 100.2 96.3 17.73 ★ Riverside 465.4 114.5 110.1 7.26 Sacramento ... 315.5 102.1 98.2 22.37 ★ San Bernardino. 435.1 109.5 105.3 10.53 ★ San Diego 467.4 109.5 105.3 40.01 ★ San Francisco . 288.5 106.4 102.3 99.16 ★ San Jose 370.0 107.6 Santa Barbara.. 323.9 101.6 97.7 6.77 ★ Stockton 381.0 107.5 103.4 Ventura 388.3 100.4 96.5 12.65 3.81

Colorado
Colorado Springs 363.8 103.1 99.1 6.84

★ Denver 328.5 104.6 100.6 52.39
Pueblo 311.8 101.4 97.5 6.36

 ★ Bridgeport
 ...
 334.4
 112.5
 108.2
 22.04

 ★ Hartford
 ...
 323.4
 115.4
 111.0
 31.47

 ★ Middletown
 ...
 296.3
 105.8
 101.7
 3.17

 New Haven
 ...
 271.4
 103.3
 99.3
 21.22

 ★ Stamford
 ...
 374.6
 107.8
 103.7
 9.14

 ★ Waterhury
 ...
 325.1
 106.6
 102.5
 12.71

Wilmington ... 357.4 103.6 99.6 20.80

Delaware

District of Columbia

★ Washington 360.3 105.9 101.8 129.98

RETAIL SALES (S.M. Forecast for October, 1952) City

City City Nat'1
Index Index Index \$
1952 1952 1952 (Million vs. vs. vs. October 1939 1951 1951 1952

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Florida

 ★ Jacksonville
 382.5
 104.1
 100.1
 25.36

 ★ Miami
 433.3
 106.9
 102.8
 40.04

 ★ Orlando
 394.1
 110.1
 105.9
 9.30

 ★ Pensacola
 385.1
 112.3
 108.0
 5.8

 ★ St. Petersburg
 396.9
 108.0
 103.8
 11.59

 ★ Tampa
 393.0
 105.6
 101.5
 162.2

Georgia

★ Atlanta 335.6 104.6 100.6 51.78
★ Augusta 450.7 116.2 111.7 10.14
★ Columbus 484.0 109.5 105.3 10.28
★ Macon 361.1 104.9 100.9 8.16
Savannah 332.4 103.4 99.4 10.27

Hawaii

★ Honolulu 349.4 111.5 107.2 25.05

Idaho

Boise 319.7 97.1 93.4 6.33

Illinois

★ Bloomington ... 287.0 105.2 101.2 5.08 ★ Champaign-Urbana 370.4 105.0 101.0 8.26 Chicago 289.6 102.5 98.6 393.01 ★ Danville 304.8 105.6 101.5 5.12 ★ Decatur 298.3 106.3 East St. Louis.. 319.0 101.1 * Moline-Rock Island-E, Moline ... 326.0 105.7 101.6 10.92 Peoria 262.9 99.7 95.9 14.38 ★ Rockford 346.1 104.9 Springfield 305.4 103.2 100.9 13.60 99.2 11.21

Indiana

13.20 Evansville 325.9 99.1 95.3 16.67 Fort Wayne ... 331.4 103.3 99.3 14.22 Gary 366.5 103.7 99.7 Indianapolis ... 332.6 102.8 98.9 56.17 Muncie 310.4 103.6 99.6 6.55 ★ South Bend ... 449.5 105.5 101.4 Terre Haute ... 299.0

on these cities see the May 10 Survey of Buying Power

SALES MANAGEMENT

RETAIL SALES

1939

(S.M.	Forecast	for	October.	1952)	
				City	
	Cit	У	City	Nat'I	
	Ind	ex	Index	Index	\$
	195	2	1952	1952	(Million)
	VS		VS.	VS.	October

1951 1951

1952

5.71

8 82

23.21

RETAIL SALES (S.M. Forecast for October, 1952)

		City	
City	City	Nat'l	
Index	Index	Index	\$
1952	1952	1952	(Million)
vs.	VS.	VS.	October
1939	1951	1951	1952

lowa

Cedar Rapids	0 0	323.6	101.3	97.4	9.58
Davenport		289.6	101.5	97.6	8.89
Des Moines .		297.7	103.4	99.4	21.94
Sioux City		269.9	95.7	92.0	9.50
Waterloo		290.9	100 8	96.9	7 39

... 393.8 112.6 108.3

99.6

★ Kansas City .. 352.9 105.2 101.2

★ Wichita 486.6 120.5 115.9

Topeka 311.7 103.6

Louisiana

* Baton Rouge	475.1	104.4	100.4	11.83
* New Orleans	382.6	107.2	103.1	53.83
★ Shreveport	413.1	113.6	109.2	17.39

* Baton Rouge	 475.1	104.4	100.4	11.83
* New Orleans	 382.6	107.2	103.1	53.83
* Shreveport	 413.1	113.6	109.2	17.39

Maine				
★ Bangor	263.7	108.3	104.1	4.80
Lewiston-Auburn	233.8	96.3	92.6	5.33
★ Portland	227.7	104.4	100.4	9.36

★ Bangor	263.7	108.3	104.1	4.80
Lewiston-Auburn	233.8	96.3	92.6	5.33
★ Portland	227.7	104.4	100.4	9.36

Maryland

★ Baltimore	305.1	104.7	100.7	103.90
★ Cumberland	258.9	104.1	100.1	4.97

★ Baltimore	305.1	104.7	100.7	103.90
★ Cumberland	258.9	104.1	100.1	4.97

Kentucky

.01

.12

.59

38

.60

.21

.33

IT

Kansas

★ Hutchinson

* 1	exington	 305.1	104.1	100.1	9.03
*1	ouisville	 360.4	106.6	102.5	42.27
# F	aducah	 497.0	146.2	140.6	6.71

Massachusetts

	Boston	230.1	98.2	94.4	101.10
	Fall River	246.3	95.1	91.4	8.94
	Holyoke	282.7	99.4	95.6	5.54
	Lawrence	256.1	100.7	96.8	8.22
	Lowell	319.1	101.3	97.4	8.84
	Lynn	254.8	95.9	92.2	9.48
	New Bedford	248.6	94.8	91.2	9.10
*	Pittsfield	309.2	107.7	103.6	6.74
	Salem	307.9	98.1	94.3	5.45
*	Springfield	245.0	105.2	101.2	18.40
*	Worcester	293.4	110.6	106.3	24.38

The "Best Families" In Maine . . .

... to reach with your sales message. Residents of the Biddeford-Saco area, living, working and shopping in Maine's most productive industrial county.*

High wages from its many busy factories keep Biddeford-Saco's economy in high-gear at all times -are quickly converted into everyday necessities and the many comforts that these families enjoy.

A \$40,220,000 market offering a quick return for your advertising in The Biddeford Journal, the market's only daily, read in 94% of Biddeford-Saco homes.

* More "Value Added by Manufacture" than any other Maine county, 1952 Survey of Buying Power.

THE BIDDEFORD

BIDDEFORD, MAINE

Represented by The Julius Mathews Special Agency, Inc.

Michigan

386.3	106.8	102.7	8.46
388.1	104.2	100.2	7.53
362.9	96.7	93.0	216.37
349.9	101.6	97.7	22.50
335.9	99.1	95.3	24.32
339.0	106.1	102.0	8.51
334.7	103.4	99.4	10.81
	388.1 362.9 349.9 335.9 339.0	388.1 104.2 362.9 96.7 349.9 101.6 335.9 99.1 339.0 106.1	386.3 106.8 102.7 388.1 104.2 100.2 362.9 96.7 93.0 349.9 101.6 97.7 335.9 99.1 95.3 339.0 106.1 102.0 334.7 103.4 99.4

PADUCAH'S Ridin' High!



Nation's No. 1 High Spot City. \$500 million atomic energy plant going up—plus world's largest electric power pool.

Nation's greatest gain in bank clearings during 1951.

Good time to advertise in-

The Inducah Sun-Democrat 26,695 Paducah, Ky. R.O.P. ABC

Burke, Kuipers & Mahoney

A Pace-Setting Market With Single Newspaper Coverage

The Pittsfield Metropolitan Area rates your attention. Per family and per capita retail sales well above the national average set records like these:

- 1st in Per Family Retail Sales in Massachusetts
- 1st in Per Capita Retail Sales in Massachusetts

leading all metropolitan areas in the state in per family retail, food, and automotive sales . . . truly a terrific market served by one newspaper.

- . . . The Berkshire Eagle . . .
 - 100% coverage of the city zone
 - 70% coverage of the metropolitan area

BERKSHIRE

Represented by The Julius Mathews Special Agency, Inc.

Set Your Sights For Salem!

Retail sales in Salem are

\$69,033,000

A real sales target all by itself!

BUT

that's not the whole story. The adjoining communities that make-up the Salem City Zone boost retail sales to a grand total of \$157,941,000.

You can score a direct hit with The Salem Evening News . . . the only daily newspaper that covers this concentrated market.

THE SALEM **EVENING NEWS**

SALEM, MASS.

Represented by The Julius Mathews Special Agency, Inc.

Our Slip is Showing!

Our Sales Slip that is . . . and we're mighty proud of it . . .

\$29,102,000 Retail Sales

representing the combined shopping expenditures of the city of Little Falls and the surrounding areas.

The Little Falls Times is your ticket of admission to this big show.

It is both newspaper and buying-guide . . . read in 74% of the homes in the entire market area . . . creates product demand and shapes buying habits - effectively and economically opens the door of this rich retail market.

Little Falls, N. Y.

Represented Nationally by The Julius Mathews Special Agency, Inc.

(S.M. Fore	cast for	October	, 1952) City	
	City	City	Nat'l	
	Index	Index	Index	S
	1952	1952	1952	(Million)
	VS.	VS.	VS.	October
	1939	1951	1951	1952
Michigan (c				
★ Lansing		125.2	120.4	18.22
★ Muskegon			106.1	7.21
★ Pontiac	264.5	106.5	102.4	10.17
Royal Oak-				
Ferndale	500.5	102.1	98.2	9.66
Saginaw	349.3	98.8	95.0	11.25

RETAIL SALES

(S.M. For	ecast for	Octobe)
	City	City	City Nat'l	
	-	Index	Index	
		1952	1952	
	VS.	VS.	. VS.	
		1951	1951	
Minnesota				
Duluth	254.1	99.0	95.2	
Minneapolis			98.5	
St. Paul			96.5	
Mississippi ★ Jackson	422.6	105.6	101.5	
Missouri	262.7	304.7	300.7	
★ Kansas City St. Joseph		104.7 97.9	100.7 94.1	
St. Louis			-	
Springfield			98.9	
Montana				
★ Billings	359.9	108.5	104.3	
Butte			94.8	
★ Great Falls	310.9	104.8	100.8	
Nebraska				
	310.6	103.3		
Omaha	339.9	100.3	96.4	

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\$500,000 MORE THIS MONTH

Passaic-Clifton's retail volume this month is stimated to be \$500,000 greater than October, 1951 . . . an increase of 3.9% . . . accordng to Sales Management's forecast. No other North Jersey Highspot City tops this percentage increase this month.

The Herald-News . . . with the largest circulation of all Bergen and Passaic County newspapers . . . offers national advertisers a greater opportunity for increased sales than any other North Jersey newspaper.

THE HERALD-NEWS OF PASSAIC-CLIFTON, N. J.

New York General Advertising Office-James J. Todd, Mgr. 45 West 45 Street, New York 36, N. Y .- Columbus 5-5528

(S.M. Fore	City	City	City Nat'l	
	1952 vs.			\$ (Milion) October
	1939		1951	1952
Minnesota				
Duluth				10.95
Minneapolis St. Paul				67.48 35.81
Mississippi				
★ Jackson	422.6	105.6	101.5	9.89
Missouri				
★ Kansas City St. Joseph				73.13 6.90
St. Louis Springfield	287.3	102.9		91.08 8.35
Montana				
★ Billings Butte	359.9 206.7	108.5 98.6	104.3 94.8	6.01 4.65
★ Great Falls				
Nebraska				
Lincoln			99.3 96.4	10.87 32.12
Umana	333.3	100.5	50.4	25.45
Nevada Reno	210 5	103.4	00.4	6.53
Nenu	310.3	103.4	33.4	0.35
New Hamps		103.0	99.0	8.39
Nashua				3.50
New Jersey				
Atlantic City Camden		99.5 103.2	95.7 99.2	10.92
Elizabeth		100.0	96.2	11.02
Jersey City- Hoboken	251.4	103.6	99.6	26.10
Newark Passaic-Clifton .	265.0	102.8 103.9	98.8 99.9	59.21 14.63
Paterson	268.9	94.4	90.8	16.59
★ Trenton	282.6	104.4	100.4	16.56
New Mexico				1836
★ Albuquerque	725.4	112.1	107.8	15.16
New York	202.7	100 =	105 5	20 F9
★ Albany ★ Binghamton		109.7 107.4	105.5 103.3	20.58 1 1.3 7
★ Buffalo		104.7 121.6	100.7 116.9	70.11 8.48
Elmira	221.9	121.0	110.3	0.40

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RETAIL SALES (S.M. Forecast for October, 1952)

> City City City Nat'l Index Index Index 1952 1952 1952 (Million) October VS. Vs. VS. 1939 1951 1951 1952

RETAIL SALES (S.M. Forecast for October, 1952)

> City City City Nat'l Index Index Index 1952 1952 1952 (Million) vs. VS. October VS. 1939 1951 1951 1952

> > 5.36

New York (cont.)

0.95

7.48 5.81

9.89

73 13

6.90 1.08

6.01

5.69

10.87 32.12

6.53

8.39

3.50

10.92

13.68

11.02

59.21

14.63 16.59

16.56

15.16

11.37

IENT

*	Hempstead				
	Township	608.6	114.2	109.8	64.51
z)t	Jamestown	293.6	104.2	100.2	5.52
	New York				788.64
	Niagara Falls .	310.1	99.7	95.9	9.86
*	Rochester	260.4	107.0	102.9	39.60
*	Rome	375.7	104.5	100.5	4.02
*	Schenectady	300.5	105.7	101.6	12.05
	Syracuse			101.0	26.33
	Troy			95.3	8.59
	Utica				11.81

North Carolina

11011111				
Asheville	319.5	103.6	99.6	7.38
Charlotte	451.2	102.1	98.2	19.22
★ Durham	365.0	106.6	102.5	8.14
★ Greensboro	538.4	105.6	101.5	13.46
★ Raleigh	427.2	106.1	102.0	9.74
Salisbury	269.0	98.2	94.4	2.69
★ Wilmington	339.4	107.7	103.6	4.48
★Winston-Salem .	341.6	104.9	100.9	8.95

North Dakota

Ohio				
★ Akron	380.7	104.1	100.1	37.00
Canton	290.4	101.2	97.3	13.62
Cincinnati	288.5	103.4	99.4	59.54
★ Cleveland	337.0	105.9	101.8	126.92
★ Columbus	292.4	107.4	103.3	41.69
★ Dayton	342.8	106.7	102.6	32.70
Mansfield	291.2	100.8	96.9	5.62
★ Springfield	309.1	107.2	103.1	8.50
★ Toledo	330.5	104.6	100.6	38.97
★ Warren	372.2	105.9	101.8	7.22
Youngstown	300.6	101.9	98.0	21.49

Fargo 292.9 99.1 95.3

Oklahoma

★ Bartlesville	353.4	112.2	107.9	2.58
★ Muskogee	306.9	106.0	101.9	3.56
* Oklahoma City .	337.7	104.0	100.0	27.76
★ Tulsa	400.7	111.6	107.3	24.32

Oregon

	Eugene		0	0	۰		461.7	101.5	97.6	7,48
*	Portland						346.3	109.7	105.5	56.97
*	Salem .				0	0	369.8	105.2	101.2	6.73

Pennsylvania

· chilly it dilli	-			
Allentown	304.4	100.3	96.4	13.24
Altoona	252.6	100.8	96.9	7.25
* Bethlehem	411.9	110.2	106.0	7.99
★ Chester	336.0	110.7	106.4	7.93
★ Erie	371.6	104.8	100.8	16.09
★ Harrisburg	339.0	109.0	104.8	15.29
Johnstown	234.2	98.4	94.6	7.54
Lancaster	331.3	103.1	99.1	10.60
Norristown	301.3	101.5	97.6	4.58
Oil City	251.7	103.9	99.9	2.19
Philadelphia	286.3	101.3	97.4	196.59
★ Pittsburgh	351.0	108.1	103.9	106.08
Reading	264.8	95.6	91.9	13.00
Scranton	252.2	100.5	96.6	12.71
★ Wilkes-Barre	264.8	104.0	100.0	9.85
York	246.3	95.3	91.6	6.60

Sell The Mirror Readers in . . .

ALTOONA

"TEST TOWN" Pennsylvania

. . . and you've sold this en-tire thriving market with a yearly retail sales volume exceeding \$130,000,000.

Advertising in the Altoona Mirror is read daily in 98% of all Altoona homes, and 95.4% of the homes in the Altoona (ABC) City Zone.

ALTOONA'S ONLY EVENING NEWSPAPER

> RICHARD E. BEELER Advertising Manager

· · · for full population, sales and income date on these citil see the May 10 p MANAG

SURVEY OF BUYING **Buying Power**

DUST NEVER

SETTLES ON

POST-ADVERTISED

BRANDS

A moving product gathers no dust.

The POST, sales stimulator extraordinary, keeps your product flowing through retail channels

The POST and ONLY the POST reaches, influences and sells Salisbury-Rowan

A Test will convince you.

Do it now.

"1952 BRAND PREFERENCE SURVEY (FOODS) now ready. Write for your FREE copy."



WARD-GRIFFITH COMPANY Representatives

No "8 County

Greater

Philadelphia Area" Sales

Promotion Is

Complete Unless

You Include The

Newspaper

Thoroughly

Covering The Norristown

Area!

NORRISTOWN Pa

Represented Nationally By The Julius Mathews Special Agency

	ETAIL		7000	
(S.M. Fore	cast for	Octobe	,)
	City Index 1952 vs.	City Index 1952 vs.		\$ (Million) October
	1939	1951	1951	1952
Rhode Island	d			
Providence	268.2	99.4	96.0	31.67
Woonsocket	266.5	93.6	90.0	4.61
South Carol	ina			
★ Charleston	365.5	110.9	106.6	9.54
★ Columbia	435.7	116.7	112.2	12.94
Greenville	386.8	97.3	93.6	9.05
* Spartanburg	487.4	105.0	101.0	8.14

The Call For Action!

YES SIR - over 60 years of clear, concise reporting and smashing editorial impact! That's why the Woonsocket Call enjoys the loyal readership, active response of over 101,000 fast-spending people.

Reach and teach these prosperous prospects! Call attention to your product —
send out the call for action
— through this rich industrial area's one-and-only local daily, the -

OONSOCKET

Representatives: Gilman, Nicoll & Ruthman Affiliated: WWON, WWON-FM COVERS RHODE ISLAND'S PLUS MARKET

(S.M. Fore	ETAIL cast for		r. 1952)
			City	
	City	City	Nat'l	
	Index	Index	Index	\$
	1952	1952	1952	(Million)
	VS.	VS.	VS.	October
	1939	1951	1951	1952
South Dakot	a			
Aberdeen	437.6	104.8	100.8	3.72
Sioux Falls		98.4	94.6	6.35
Tennessee				
Chattanooga	2324	102.2	00.4	15.70
Knoxville		94.5	98.4 90.9	15.70 15.21
Memphis		96.7	93.0	41.39
★ Nashville				25.32
	332.7	100.7	102.0	60.30
Texas				
★ Amarillo	544.9	114.4	110.0	12.86
Austin	381.0	103.1	99.1	13.64
	443.5	108.9	104.7	12.02
* Corpus Christi .	593.7	117.4	112.9	16.98
★ Dallas	427.8	104.9	100.9	66.27
★ El Paso	472.3	104.1	100.1	16.5
* Fort Worth		112.0	108.6	45.04
	328.8	104.3	100.3	7.30
★ Houston		111.0	106.7	79.0
★ Lubbock		114.1	109.7	12.0
San Antonio		103.9	99.9	42.2
Waco		101.4	97.5	10.7
★ Wichita Falls	412.9	115.6	111.2	8.6
Utah				
★ Ogden	366.3	106.5	102.4	6.4
Salt Lake City .			98.3	20.8
Vermont				
	200 3	1007	300 6	4.00
★ Burlington				4.3
Rutland	231.5	96.8	93.1	2.59

RETAIL :	SALES			RET	FAIL :	SALES		
(S.M. Forecast for	Octobe	,)	(S.M. Foreca	st for	Octobe	,)
		City					City	
City	City	Nat'l	_		City	City	Nat'I	-
Index	Index	Index	\$		ndex	Index	Index	\$
1952	1952	1952	(Million)		1952	1952	1952	(Million
vs. 1941	vs. 1951	vs. 1951	October 1952		vs. 1941	vs. 1951	vs. 1951	October 1952
1941	1931	1951	1952		1941	1951	1931	1936
CANADA				Nova Scotia				
313.4	105.0	100.0	943.60	Halifax 2	92.9	101.0	96.2	13.12
Alberta				Ontario				
★ Calgary 479.3	124.3	118.3	21.76	★ Hamilton 2	03 3	106.3	101.2	22.3
★ Edmonton 519.8	111.6	106.3	21.78		86.0	98.7	94.0	10.0
					72.2	108.5	103.3	19.4
				Toronto 3		103.0	98.9	107.4
British Columbia				Windsor 2	51.3	94.6	90.1	11.8
★ Vancouver 410.4	109.2	104.0	52.16					
★ Victoria 404.7	109.2	104.0	13.03					
				Quebec				
Manitoba				Montreal 3	300.5	103.3	98.4	103.7
★ Winnipeg 348.1	107.9	102.8	41.60	Quebec	311.0	101.4	96.6	17.2
New Brunswick				Saskatchewa	n			
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RETAIL SALES (S.M. Forecast for October, 1952)

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Lynchburg 278.5 99.2

★ Portsmouth ... 472.3 113.7

★ Richmond 299.0 106.7

★ Newport News . 471.0 120.1 115.5 ★ Norfolk 429.6 114.5 110.1

★ Roanoke 369.4 104.1 100.1

★ Seattle 315.8 104.6 100.6

★ Spokane 308.2 106.2 102.1

★ Charleston 334.2 109.9 105.7 ★ Huntington ... 324.6 109.9 105.7

Wheeling 271.7 99.1

Appleton 323.1 100.9 Green Bay 279.3 101.9

★ Madison 276.1 105.7

★ Milwaukee 315.4 104.9

Superior 259.8 103.4

★ Racine 358.1 105.0 101.0 Sheboygan 265.0 97.8 94.0

Tacoma 313.4 98.5

Yakima 327.0 102.3

Virginia

Washington

West Virginia

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7.77

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6.52

10.96

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5.15

OCT



THE SOUTHAM MARKETS IN CANADA

Markets change rapidly these busy days. Growing communities and expanding industries create new opportunities for advertisers almost overnight. An accurate, up-to-the-minute picture of any market, its present and future plans, is a basic essential for effective merchandising. All this is particularly true in Canada.

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7.96 4.49 6.99 9.00

1.97

9.00

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3.10

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1.44

4.32 3.43

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We have an AAA1 client whose Assistant General Sales Manager in Charge of Marketing is leaving to seek broader management responsibilities. He is presently in charge of national retail sales, industrial sales, dealer sales, advertising, and market research. Knows national markets firsthand. Background includes experience in sales, merchandising, and employee relations with top national manufacturers who sell to department and specialty stores. College graduate, forty, married, top references. Excellent man for general administration small to medium company or sales manager medium to large company.

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salesmen unlimited agency

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a new agency exclusively for qualified sales executives, salesmen and sales trainees

Well-known Distributor and Manufacturer's Representative serving Kansas, Oklahoma and Missouri desires to "fill-in" certain lines of AIRCRAFT HARDWARE, SPECIALTY ITEMS and INSTRUMENTS, Mow doing multi-million dollar gross with well-established resident representatives contacting air-frame manufacturers, contractors, airlines, etc. Years of experience and "know-how" will provide increased sales for your products. BOX 2903

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SALES MANAGEMENT, published semi-monthly on the 1st and 15th except in May and November when it is published on the 1st, 10th and 20th at East Stroudsburg, Pennsylvania for October 1, 1952.

- 1. The names and addresses of the publisher, editor, managing editor, and business managers are: Publisher, SALES nsher, editor, managing editor, and business managers are: Publisher, SALES
 MANAGEMENT, INC., 386 Fourth Avenue,
 New York 16, N. Y.; Editor, Philip Salisbury, 386 Fourth Avenue, New York 16,
 N. Y.; Managing editor, A. R. Hahn,
 386 Fourth Avenue, New York 16, N. Y.; Business manager, Raymond Bill, 386 Fourth Avenue, New York 16, N. Y.
- 2. The owner is: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding 1 percent or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a partnership or other unin-corporated firm, its name and address, as well as that of each individual member, must be given.) SALES MANAGEMENT, INC., Raymond Bill, Edward Lyman Bill, Ran-

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- 3. The known bondholders, mortgagees, other security holders owning or holding 1 percent or more of total amount of bonds, mortgages, or other securities are: (If there are none, so state.) None.
- 4. Paragraphs 2 and 3 include, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting; also the statements in the two paragraphs show the affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner.
- 5. The average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the 12 months preceding the date shown above was: (This information is required from daily, weekly, semiweekly, and triweekly newspapers only.)

PHILIP SALISBURY

Editor.

Sworn to and subscribed before me this 11 day of September, 1952.

Helen M. Verlin [SEAL] (My commission expires March 30, 1954.)

Canco Gets New P-R Man

American Can Co., N. Y., has a public relations man by the name of Canco Charlie. He has electronic innards, travels around in a 38-ft. trailer-truck fitted with a special ramp so that he can pull his 1,000 lbs. on and off without difficulty or embarrassment. His proportions are the same as those of a standard metal food can: height, 7 ft.; chest, 9 ft.; hips, 9 ft.

He is radio controlled, able to talk (about Canco), walk, wink, shake hands, kiss babies. Charlie is out West now making personal appearances before school, civic and service groups, hopes to say hello to housewives, too. If his western tour is



successful, Canco may change his wiring so that he can make canned speeches on foreign policy, run him for president.

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The Scratch Pad

By T. HARRY THOMPSON

During the recent drought, Tennessee was mentioned as a "disaster area." Kefauver fans called it sheer understatement.

Also this past summer, caretakers at St. Matthew's Church, Buffalo, erected a keep-off-the-grass sign, a la Garbo: "Go away. I want to be a lawn."

Quoteworthy: "Confucious say sales-talk is like wheel. Long spoke mean great tire." — The Country Drummer.

Crystal-gazers want to know if the South will boast of its high Ike-cue.

NIT — "You say your magician friend always travels by air?" WIT—"Yeah; he's a flying sorcerer."

As a source of Vitamin C, there's more to grapefruit than meets the eye.

It isn't true that it takes a cotton gin to make a dry Martini.

WILDBEESTS: Bad gnus.

Pussy-footing should be confined to cat-walks.

Women will never have equal rights until a man can have a baby.

Many a husband is ready to throw in the towel and buy his wife an electric dishwasher. His towel, that is,

HISTORY: Something that goes in one era and out the other.

A good editorial page is enough to drive a man to think.

Many an alleged humor-page could be titled: "No Laughing Matter." Maybe even this one. (Cries of "No, no!")

Funny thing. When a roofer presents his bill, he never says: "This one is on the house."

In behalf of whistle-stops, it may be said that Charon was just a boy from the Styx.

Hillbillies, they say, just have enough for feud and clothing.

Could it be that people who see flying saucers are in their cups?

Reading *The Optician*, organ of the British optical profession, Don Southgate finds our cousins *also* go for a play-on-words. Witness: "When National Health hits U.S.A., they'll check opticians' times, they say. It's obvious that, with Ike in power, they'll ask: 'How many eyes-anhour'?"

Brides say it's the "initial" expense in having their silverware monogrammed.

People who refuse loans qualify as "untouchables."

Marshall Pickett says a man could retire nicely in his old age if he could dispose of his experience for what it cost him.

HCL: Most indigestible ingredient of alphabet-soup.

They say a former president of Columbia U. will try for a degree from the Electoral College.

When the bar closes at 2:00 and your watch says 2:15, it is later than you drink.

The more Stalin needles him, the more Uncle Sam needs a shot-in-the-armament.

Writing about the earthquake in California, Jim Collins says there is no great loss without some small gain. Los Angeles families suffering from "relativity" found ants and uncles and cousins all heading for buses, trains, and planes that very same day,

Jack Bedford of the Commercial Bulletin says the Los Angeles grocery-trade is full of graft . . . and will welcome more. This is the new lingo for tie-in selling . . . grafting mayonnaise and salad-dressing onto fresh tomatoes and lettuce, plastic corn-holders onto corn-on-the-cob, and so on.

Some convention-inspired advice from a Minneapolis agency: "Advertise, of course, but keep selling, too! A nomination alone seldom insures an election."

> MYRT—"You say she slapped your face?" BERT—"Yes; she didn't go for that whistle-stop routine."

J. C. says you have a greater appreciation of self-serve when you have to ask that blonde for "Grippo" or "Never-Slip" or any other stickems for holding those dentures tight.

I did a commemorative booklet for a steel company on its 125th anniversary, and look forward to another assignment 125 years from now. See what they mean by free-lancing?

"Anybody can bellyache; but intelligent criticism originates above the waistline."—Corn on the Cob.

Further on in the same little book, I read: "A hook-up between the loud-speaker and the lie-detector could revolutionize campaign oratory."

Not all lunatics are behind bars. Most of them are behind steeringwheels. the he-

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Sales HEELINGS ELINAS

Conventions · Expositions · Trade Shows



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Meeting Into
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CUS MEETING PRESENTS SHOW-HOW OF SALES

nd "freeks" cavort as Brown & Bigelow drama izes for its sales.

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Convention Plans **Motion Pictures Meetings Packages Television Commercials Demonstration Devices** Screen Advertising **Animated Cartoons Training Manuals** Slidefilms **Pictorial Booklets Transparencies** Slides Film Distribution **Turnover Charts** Meeting Guides Tape Recordings Disc Recordings **Promotion Pieces Poster Charts Banners Training Devices Quiz Materials** Speech Coaching **Stage Presentations** Portable Stagettes **Meeting Equipment Projection Service** Film Productions in Color Field Surveys Convention Supervision

HOW TO

serve the MEAT of your MEETING

Do you want to inject pleasant flavor into business facts so that they become personal—appealing—remembered—and action-inducing? In that way, the success of your sales or training meetings can be insured.

You can add these values to your meeting—regardless of its size or scope—by using the counsel and skilled technical help of men who know, from long and varied experience, how to give double-barreled impact to factual information. You can take the guesswork out of your meetings.

It's easy to get all this help. Just write or call the nearest office and say you'd like to discuss it. There is a One-Stop Service to help with all, or any part of your meeting plans and the production of all the necessary materials.

The JAM HANDY
Organization

One-Stop Service

Offices >

NEW YORK 19

1730 H Street, N.W.

DAYTON 2 310 Taibett Bidg. DETROIT 11

PITTSBURGH 22

230 North Michigan Ave

7046 Holly wood Bird

the M. Nathy Panshang May Goop

Palute to the Exhibitor

Please advent our thanks for your cooperation during the maing Congress Goal Show. Your eucose.

We believe he deserves the utmost in sorvice, done the most economical way within his budget

-this, with courtesy and dispatch, is one of our aims

WE HEAR SO OFTEN.

Just a few of many voluntary comments on our facilities and service.

merican Decorating Company

DECORATIONS . CHROME FURNITURE . BOOTH EQUIPMENT

AN ELES 21



Did your convention delegates like the Hotel Sherman?

Ask the salesmen—question the delegates—cross-examine the customers—everyone tells the same story: You can't find a better place for a convention in Chicago than the Hotel Sherman!

Why?

Why?

Because of tailored-to-fit meeting and exhibit facilities—plenty of them—for small, medium and large groups.

Because of the Sherman's fabulous food, restaurants, unusual bars—imitated the world over. Even the most enthusiastic delegate will find relaxing quiet and comfort in any one of the Sherman's 1450 beautifully decorated and furnished rooms

Your Convention will be a happy success at

hotel sherman

RANDOLPH, CLARK AND LA SALLE STREETS

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Company reaps a harvest from thousands of prospects who visited Parade of Progress. Show was "merchandised" to bring in right people and personnel was trained to make most of the opportunity. By R. H. Jacobs, Market Development Manager, Minneapolis-Honeywell Regulator Co.

Films Go Beyond Visual Aids —They're Meeting Insurance

They insure against impotency in a presentation, distortion or loss of sales policy and make sure emphasis is placed on the most important aspects of the sales story.

By William Burnham, Vice President, Sales, Transfilm, Inc.

Brown & Bigelow's Circus Presents Show-How of Sales

Bands, banners, posters scream to dramatize correct techniques for building sales volume. Meeting points out how company plans to top sales record by \$4 billion during a period U. S. production outpaces selling.

Research Turns Meeting Into Practical Sales Clinic

What Every Meeting Planner Should Know About Objectives, Audience and Results

There are five blocks to successful meetings, four basic considerations in any plan and six checks to make before any program is put into operation.

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AMA offers a new course to high-level business executives who pay \$600 for the course and spend a month away from their offices.

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Distinctive Hospitality

Gracious living is reflected in the comfort and beauty of the exquisite furnishings, modern facilities and distinctive hospitality of the Skirvin and Skirvin Tower Hotels in Oklahoma City. Every convenience and expertly trained personnel make conventions a happy occasion. Television, radio, fingertip music and individually controlled year-'round air conditioning throughout.

Write for full color brochure.

DAN W. JAMES, President and General Manager OKLAHOMA CITY, OKLAHOMA



LYON has served conventions and trade shows on the West Coast for many years, and is frequently named the official hauling contractor.

A complete service:

- Receiving and storing displays
- V Local pickup and delivery
- Uncrating and set up

On the spot supervision "Let Lyon Guard Your Goods"

Write for brochure describing these Lyon services in all major **West Coast cities**



Crates carefully preserved

M Repack and ship to next "stand"

TRADE SHOW DEPARTMENT Richard L. Geer, Mgr. Main Office: 1950 S. Vermont Ave.
Los Angeles 7, California REpublic 1-3131



MEETINGS

CONVENTIONS . EXPOSITIONS . TRADE SHOWS

TWO

Sales Management

EXECUTIVE OFFICES 1200 Land Title Building

Philadelphia 10, Pa. RIttenhouse 6-5420

GENERAL MANAGER Philip Harrison

BUSINESS MANAGER Paul Lightman

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Eileen Kessler RESEARCH EDITOR John T. Fosdick CONSULTING EDITOR

Richard Beckhard RESEARCH LIBRARIAN

Norvalle Stott READERS' SERVICE BUREAU Helen Cope

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> CHICAGO I, ILL. 333 N. Michigan Avenue STate 2-1266 Thomas S. Turner Wm. J. Carmichael

SANTA BARBARA, CALIF. 15 East de la Guerra Santa Barbara 6405 Warwick S. Carpenter

SALES MEETINGS is issued quarterly on January I, April I, July I and October I as Part Two of SALES MANAGEMENT. All mail for SALES MEETINGS should be directed to Philadelphia office.

Fourth Quarter October 1, 1952

SM/OCTOBER 1, 1952

Editor's Notes

Sells Hard—But Not Its Product

Most companies go into a trade show to sell their products. Some exhibit with an institutional or public relations angle. Here is a case where an exhibitor goes into a show to sell hard—not its own product, not the products of its customers, but the products of outside, independent manufacturers.

The Anthracite Institute, an organization of coal producers, has an extensive exhibit program aimed at the trade and public, and does not exhibit coal nor try to sell that one product of its members. Instead, it makes a strong presentation in favor of furnaces—coalburning furnaces, of course. The Institute's exhibits, which appear at home shows and trade shows across the nation, have on display the latest models of automatic coal furnaces for the home.

Based on the obvious fact that the more coal furnaces sold, the greater the market becomes for hard coal producers, the Institute exhibited in 30 shows last year to an estimated 5,750,000 persons. Visitors to the booth include architects, builders, heating and plumb-

ing contractors and consumers.

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The Institute has been an exhibitor since 1936 and its exhibit budget has run as high as \$150,000 a year. The theme of the current exhibit centers around the advantages of coal heating. Modern, anthracite automatic-heating equipment, according to the exhibit presentation, "provides the cheapest, simplest, most convenient and efficient kind of automatic home-heating equipment for today's

Animation and cutaway models of furnaces are featured by the Institute. The exhibit program is under the direction of M. R. Grover, vice-president. The exhibit is manned by Institute field representatives who are expert heating engineers qualified to deal with trade or consumer visitors.

New Role for Convention Halls

With the number of exposition sites large enough for giant industrial shows limited to few cities, competition for auditoriums may be further heightened by retail merchants.

What may develop into a trend has been started by Spiegel, Inc., Chicago furniture retailer. Spiegel rented some 60,000 sq. ft. of floor space in the Chicago Convention Building and International Amphitheatre to stage a gigantic three-day furniture sale. The sale

was a joint project of the five Spiegel stores in Chicago. Some 50 furniture manufacturers joined Spiegel in the effort to produce the special sale of appliances, rugs and home furnishings. The national manufacturers supplied promotional material and sent

representatives to augment the Spiegel sales force.

One of each item on sale was displayed on the Amphitheatre floor with orders shipped from the Spiegel warehouse or the factories. A million dollars in merchandise was committed to the sale.

Spiegel had 100 salesmen on hand in addition to manufacturer representatives. To provide credit accommodations for prospective customers, Spiegel set up a branch credit office on the floor. Merchandise on sale was delivered free within 300 miles of Chicago.

The sale was set up quickly in the Amphitheatre with trucks from Spiegel's and manufacturers driving right onto the Amphitheatre floor to unload merchandise.

Louis E. Rudin, retail furniture manager, attributed the success of Spiegel's auditorium-site sale to several factors.



SAVE ON CIGARS famous brands, of course!

Whether you require cigars for a convention or perhaps just to have on hand at your office or with your advertising message-whatever your needs, one order or many-large or small-GLOBE will deliver promptanywhere at Wholesale Prices.

ECONOMY MINDED SALESWISE EXECUTIVES and

know, too - the important role of fine cigars as a tool of good business.

The Vice-President of a nationally known company recently wrote us ... "Cigars are always the needed, much welcomed OPEN SESAME to more sales". .

VITAL BUSINESS CONTACT POINTS where cigars are always a valuable assist to better business relationsmore sales.

- * CONVENTIONS
- * EXPOSITIONS
- * TRADE CONFERENCES
- * SALESMEN'S CALLS
- * SALES MEETINGS * BUSINESS FUNCTIONS
- * ANNIVERSARIES
- * HOLIDAY GREETINGS
- * CONTEST AWARDS

SAVE MONEY-TIME-EFFORT

The Globe Company is a Cigar wholesale organization with the facilities and know how – serving executives, institutions, commercial accounts everywhere.

To open an account with us, YOU NEED NOT WAIT for a special oc-casion. Let us show you how. Ask for our Wholesale Price List.

write to Dept. S



KNOW THIS MAN?

Chances are — if you have bought any amount of specialized entertainment for sales meetings or conventions — you know of Mickey Shaw. He is recognized as one of the nation's leading suppliers of entertainment programs for group meetings. Clients like Diamond Match Co. National American Wholesale Grocers, General Motors Corp., National Automatic Merchandising Association and numerous Madison Square Garden functions have used the services of Mickey Shaw Theatrical Bureau with resounding success over a period of years.

Next time you plan a sales meeting or convention, doesn't it make good sense for you, too, to "know this man"—the man who can relieve you completely from the responsibility of programming and planning entertainment? Whether it is a small local meeting or large national event, your knowing Mickey Shaw means obtaining fine entertainment in good taste. If your company, like so many others, is faced with the problem of finding something really new and different at your next meeting, call on Mickey Shaw . . . he's the man to know.

MICKEY SHAW THEATRICAL BUREAU

1650 Broadway • New York City 19, N. Y. • Plaza 7-6338-6389
Offices in • CHICAGO • FLORIDA • HOLLYWOOD • LONDON • PARIS

1. People are used to coming to the Amphitheatre for a "good ow." They know where it is.

2. Transportation and parking facilities are excellent. 3. There are top-notch restaurants on the premises.

4. Families in need of furniture found the event an enjoyable expedition.

5. The sight of acres of merchandise set up in long aisles is

dramatic.

6. A sale of this size allows the public to compare all kinds of merchandise—from popular-priced lines to high-quality selections that are seldom brought into a "sale."

The three-day sale, according to Mr. Rudin, did as much business as is ordinarily done in 45 days through the combined efforts of the five Chicago stores.

Who Has the Oldest Fair?

A battle of fairs was waged across the "Letters to the Editor" columns of The Christian Science Monitor awhile back. Communities came to the defense of their fairs' longevity. After many letters -including those that point out fairs date back to Old Testament days-The Monitor declared: 'The first local fair is said to have taken place in New Haven, Conn., in 1644. Two of the oldest state fairs occurred in 1841 in New York and New Jersey."

Other bits of intelligence gleaned from the cross-fire of correspondence: Eaton (Ohio) Fair has been held consecutively for 101 years; Harrison County (Ind.) Fair, 92 consecutive years; and Marshfield (Mass.) Fair, 84 straight years.

CNE Takes Loss on U. S. Money

Canadian National Exhibition stood the loss of the devalued American dollar when it held forth recently. CNE accepted U. S. dollars from visitors at face value although they are worth 4½% less than Canadian dollars.

Tourists were sent to banks with large bills but CNE accepted small ones. To maintain good relations with visitors from United States, the fair sustained an estimated loss of \$5 thousand.

What You Don't See...

You don't see them around anymore, but remember when the sign, "What You Don't See Ask For," was prominently displayed? The same idea is being applied in the exposition field now.

National Hotel Exposition, New York City, Nov. 10-14, plans a "Buy-Sell Exchange." When a visitor fails to find a particular product at the show, he registers at the exchange booth. His name, address and product desired are listed on the exchange board for exhibitors to check regularly.

Need for this service, according to an announcement, stems from the voluminous product categories of interest to hotelmen and the inability of exhibitors to display every item they sell. Many products have small demand and exhibitors do not display them or list them

in their show literature.

Only flaw in the scheme that might develop (from exhibitors' and show management's points of view) is the non-exhibiting company that has a representative at the exchange booth ready to note all product inquiries. While exhibitors are busy on the floor, this non-exhibiting company could be closing sales off the floor. Simple solutions might be to substitute a mimeographed bulletin for distribution to exhibitors or to have the exchange board in a room with admittance closed to all but exhibitors.

ROBERT LETWIN Editor

NEW ADDRESS

SALES MEETINGS editorial and Philadelphia advertising offices are now located in larger quarters at 1200 Land Title Bldg., Philadelphia 10, Pa. (RIttenhouse 6-5420)

Sparkle Conventions and Sales Meetings



You can rent on a day-to-day basis a complete, portable, RCA closed-circuit TV System. In closed-circuit TV the pictures seen on the viewing monitor are transmitted from the pick-up camera to the monitor direct-by-wire instead of by broadcast. RCA engineers set up and operate the equipment and take care of the details of staging your private show.

Here's an opportunity to make your convention, meeting, exhibit or demonstration more appealing...more educational...more interesting.

At medical conventions close-up views of surgical operations, microscopic studies, etc., have been enlarged and projected on receivers instantaneously from surgery to convention groups assembled in the hospitals or at distant hotels or other meeting places.

At an annual stockholders meeting, the stockholders were spared the confusion and effort of a plant tour. Seated in the plant cafeteria, they televiewed every important activity in a sprawledout plant. They saw new products in the laboratory in the development stage-all by RCA closed-circuit TV.

At an automobile manufacturers' showing to dealers it was impossible to bring the new car into the hotel meeting room. RCA TV cameras located in a near-by garage enabled those present at the meeting to teleview the new car.

In department stores, closed-circuit TV has been used for showing merchandise displays to people at several parts of the store simultaneously.

Look into how TV can help you

Portable, closed-circuit TV is a new medium. It is dramatic! It is spectacular! It can be the peg around which you can build your most successful convention or meeting. Get the full story on how it can be applied to your business. Write to: Exhibits and Conventions Department, Radio Corporation of America, Camden, N. J.



RADIO CORPORATION of AMERICA

1952



Eyes know no barrier of language. In every country and every clime, all those who can see may be taught, stimulated or sold with correctly designed displays. Motion, color, simplicity or beauty of design need no translations to tell your selling story effectively to the teeming thousands in our own big cities where every tongue of the earth is spoken . . . or to the markets of the world.

That's why you can sell your product better anywhere in the world with

IQUESNE

POINT-OF-PURCHASE DISPLAYS





"Point-of-purchase displays offer the biggest sales possibilities for the company which relies wholly on a foreign distributor," writes The Foreign Report, one of the official publications to Executive Members of the Research Institute of America.

Write or phone today for free consultation

HHAR CYEL

displays

PITTSBURGH 477 Melwood St., Pittsburgh 13, Pa., Mayflower 1-9/43 NEW YORK 516 Fifth Ave., New York 18, N. Y., VAnderbilt 6-26/1 CHICAGO 1937 W. Hastings St., Chicago 8, III., TAylor 9-6600 DETROIT 810 Book Tower Bldg., Detroit 26, Mich., WOodward 2-3557



- TWA Constellation speed reduces travel time to a minimum.
- New TWA Sky Tourist—coast to coast and overseas along with TWA de luxe Constellation service and luxury "Ambassador" flights give delegates wide choice of flights and fares. Ask also about TWA Family Fares.
- TWA's stopover privileges permit delegates to go by one route, return by another, stop off for business, or to relax at TWA-served resort areas, at no extra fare.
- TWA's experienced sales force will aid you in contacting members, reserving space, making detailed arrangements on convention flights for your convenience.

For complete data on TWA convention services, call or write your local TWA office. Or write TWA's Convention Manager, 60 E. 42nd St., New York 17, N. Y. These important conventions and sales meetings are taking advantage of TWA's world-wide service:

American Hotel Association — St. Louis — October 9-11

Daughters of Scotia Grand Lodge Convention — Los Angeles —

September 14-18

The American Chemical Society — Atlantic City — Sept. 14-19
Bombay International Radio and Electronics Exhibit —
Bombay, India — December 14-19

Bombay, India — December 14-19
The 6th International Congress of Social Work —
Madras, India — December, 1952

Industrial Packaging and Materials Handling Exposition —
Chicago — October 14-16

Ship convention exhibits, samples and merchandise via TWA Air Freight for efficient,

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SM/OCTOBER 1, 1952

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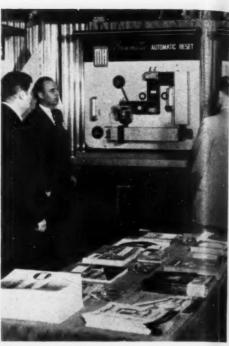
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ANIMATION is used in most of 38 displays to draw visitors from aisles.



ICE WATER helps device show 35-degree temperature in Los Angeles showing.



LITERATURE TABLE is last stop. Visitors can take literature with them or have it sent.

Honeywell Profits from Others' Mistakes When Its Show Goes Out to Sell

Company reaps a harvest from thousands of prospects who visited Parade of Progress during 24-thousand-mile tour. Show was "merchandised" to bring in right people and personnel was trained to make most of the opportunity.

Based on an interview with

R. H. JACOBS,

Market Development Manager

Minneapolis-Honeywell Regulator Co.

Minneapolis-Honeywell Regulator Co. has long held the belief that it, and practically every other company who participates in trade expositions, has been getting only a fraction of the potential returns from such showings.

Honeywell did something about the situation, as it concerns its own company. It:

. . . Made an extensive study of the mistakes Honeywell and other companies made in such trade shows, ranging from failure to properly present merchandise to having tired booth attendants loaf as customers drift by.

Parade of Progress, through which Honeywell would take an exhibit of the controls and other mechanisms it manufactures on a tour of the United States and Canada, at a cost of \$233,500,38.

24,587 miles of it—getting the equipment inspected by 35,146 selected potential customers.

... Learned all over again that it is animated displays that reach out into the aisle and get the customer on your carpet. Out of 38 displays, practically all had outstanding action and others had controls such as the one in the basement of a toy house, that would operate a mechanism on the second floor, while lights flashed on and off.

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Now that the show has been taken out of action, the company is reaping the harvest from thousands of prospects' names who were questioned at the show by attendants about future needs for equipment supplied by Honeywell.

Other returns are coming in such as notes from salesmen on orders that say: "This is one of the men I met at the Parade of Progress." There are hundreds of letters from contractors, architects and many other types of builders, seeking additional information on equipment they inspected at the show.

Nothing was left to chance in planning the show, from the precise spot where one piece of equipment would stand and how it would be wired, to



DISTRICT MANAGERS in charge of shows in their areas with sales promotion men from the home office. Salesmen were given special training for the show and girls checked hats and coats.



DISPLAY CRATES serve as bases for traveling show's exhibit panels.

the day on which the local superintendent of schools would be personally invited to attend the show.

The project was conceived by John E. Haines, Honeywell vice-president, and planned by J. S. Locke, sales manager, commercial division. Coordination of activities was the job of R. H. (Hank) Jacobs, market development manager, commercial division.

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"We were striving for something that would be creative of new business," Mr. Jacobs said. "We knew salesmen spend much of their time calling on proven customers. We had to find a fresh means to reach potential customers. We knew we could help salesmen if we brought many new prospects to them.

"Above all, we had to avoid those mistakes which have been made in sales shows year after year. Honeywell doesn't think it knows all there is to know about putting on trade expositions, but we were astounded at the lack of planning that goes into presentations at shows."

Mistakes ranged from failure of exhibits to bring the customer in from the aisle to having uninformed or tired salesmen in charge of a booth, with a dirty carpet on the floor.

Objectives of the show, as finally worked out:

1. To introduce a decade of technical advancement in the field of automatic controls.

To convey new product and application information to all classes of



SALESMEN WERE IMPRESSED with the growing need for personal selling — especially through demonstration. They had to get across basic sales points in five minutes. A salesman needs a strong voice and confident manner to get across his message to visitors.

commercial division customers.

3. To indicate the broad scope of Honeywell activities in research, engineering, production and sales. (Many people think of Honeywell as a thermostat company. It manufactures some 8,000 items from auto pilots to micro switches.)

4. To provide impressive proof of the completeness and complexity of the Honeywell line.

5. To further identify the company as the one source for all types of controls and instrumentation, and

to tell the story of standardization.

6. To impart all of this customer information to the entire Honeywell organization.

7. To impress salesmen with the growing need for personal selling—especially through demonstration.

A comprehensive demonstrating exhibit was constructed to Honeywell design so that it would provide an easily-handled, attractive, permanent display transportable in a large semitrailer. The company given the con-

(continued on page 73)

How to Conduct A Sales Meeting*



l. Put your men at ease with friendly assurance. Make them feel that the meeting is a mutual enterprise. They'll respond with increased sales when they leave and your business will profit.



2. Bring product identification into the meeting and build your sales lessons practically — around the product you're trying to get them to go out and sell.



3. Get your men to relate their own experiences as examples of "can do." Their participation in the meeting will engender their own self-confidence and put the other men at the meeting at ease.



4. Carry the meeting through with healthy, open discussions. A sales meeting should be regarded as a mutual effort and for a mutual cause. Teamwork, as in any business, will make this aim a reality.

Films Go Beyond Visual Aids -They're Meeting Insurance

They insure against impotency in a presentation that should inspire; they insure against distortion or loss of sales policy; and they insure that emphasis is placed correctly on the most important aspects of the sales story you want to tell.

The word insurance is a comforting one that represents many things to many people. In the realm of sales meetings, it frequently means film, for the modern concept of film application in a corporation's sales picture goes far beyond the use of film as a mere visual aid.

Correctly produced with specific application, films for sales meetings can, of course, be management's insurance against:

1. Sales Meeting impotency caused by lack of sufficiently interesting presentation.

But, more important, film can be insurance against:

2. Distortion or even loss of sales policy, methods and/or accurate curriculum, between top management's conference table and field representatives because of inaccurate reporting and/or misunderstanding of management's sales message by those conducting sales meetings.

There's many a slip between the top boss and the unit manager when regional and district managers reconduct sales meetings on the way down the line. Films give a cohesive and binding continuity to top management's sales words and prevent important vertical sales meetings from turning into the party game where words spoken by one person come back to him later in reverse.

Point of No Return

Sales meetings are frequently a point of "no return," the last contact that management has with a company's sales effort before it is carried out by field representatives. Material presented at critical sales meet-

*Tips on how to conduct sales meetings from
"Man Power Into Sales Power," a filmstrip
prepared for district and regional managers of General Foods Corp.

ings must do just what it is supposed to do: insure a sales profit that justifies previous expensive engineering, production or promotion of a product. It is important to a company's sales picture that: fili to fill

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1. All salesmen uniformly get top management's story exactly as top management wants it heard.

 All salesmen get a story they won't forget.
 It is vital to a company that:

3. All salesmen get the same story.

Traceable Sales

Recently a major home appliance manufacturer, Landers, Frary and Clark, took such an insurance step. The company staged the debut of its new "Jet 99" vacuum cleaner at a critical marketing moment and laid \$1 million on the line for national advertising. Kept quietly under wraps for weeks, the Jet 99 was released for distribution and sales the same day that national advertising broke across Naturally, Landers, the country. Naturally, Landers, Frary and Clark wanted its distributors and representatives to get their sales story immediately-and straight. Although personal sales calls or mass meetings of distributors were possible, it felt there was an easier and safer It had ready a \$5-thousand slide-film, "Joe Makes A Discovery," pointing out salient Jet 99 sales features and dictating company sales policy. Prints were shown to sales meetings throughout the country within a few days. Over \$250 thousand worth of sales were directly traceable to the film almost immedi-

Importance of keeping top management's story straight is again pointedly illustrated in the case of National Carbon Div., Union Carbide & Carbon Corp.'s "Prestone" sales picture. Sinclair Oil ordered 150 prints of a National Carbon-sponsored slide-

BY WILLIAM BURNHAM Vice President, Sales, Transfilm, Inc.

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film outlining Prestone sales features to show at Sinclair sales meetings for filling station operators. Naturally National Carbon was delighted to provide prints-insurance that its story would be told clearly and concisely to men selling its product at sales meetings over which it had no control.

Films assure that top management's story will be kept straight because the film medium allows no interpretation or changing of Management's

Other Values

But do not forget that film also assures that:

1. A sales message will be told in the most concise manner possible.

2. Emphasis will be placed correctly on the most important aspects of a sales message.

There will be a greater rememberability of a filmed message due to greater concentration of a film audience. (Psychologists say that 85% of human assimilation is through eye and ear.)

4. There will be a maximum amount of inspiration behind a sales message insuring against human failure to sufficiently inspire.

There can be no set rule for what kind of film to use at sales meetings. Type of film depends on the meeting's purpose. Basically, motion pictures stimulate an audience emotionally and are best used to present the intangible, such as inspiring new selling methods. Slide-films and slides, on the other hand, are most useful as intellect levers, and generally appeal almost mechanically to the "ABC" logic of the human mind. Product information or sales lessons can frequently be emphasized best this way. An additional attraction of slide-films is that film can be brought to rest at any particular frame that warrants discussion or further explanation.

Just how a film is to be integrated with other meeting material, and for what purpose, naturally must be determined first before producing a film for a sales meeting. It should go without saying that a film, regarded as an integral part of a whole meeting to be tied in with other forms of presentation, will have a greater effeet than one thrown in as a visual aid, or, worse still, as a visual aid to add more sparkle to the meeting.

Six critical questions that should

be asked before producing a sales meeting film are:

Will the film be produced to:

- 1. Explain
- 2. Inspire
- 3. Stimulate Should it be incorporated into a
- meeting to: 1. Initiate
- Summarize
 Take the place of a sales meet-

An excellent example of total integration of a film with sales meetings can be seen by taking a look at Pepsi Cola Co.'s program. Pepsi Cola has built sales meetings for its driversalesmen around a training film, "The Profit Story." The company distributes film to district managers and with it a guide for conducting meetings based on the film. Additionally, salesmen are given a takehome booklet which is a short condensation of the film, and a review of its major points.

The Shell Oil Co. has made excellent use of a series of sales training films used in sales meetings throughout the country. Both a first grade primer for beginning salesmen and a post graduate refresher for experienced men, each film (there are five in the series) is shown twice—at the end of a meeting as a summary and at the beginning of the next meeting as a refresher.

The Audience

Shell's experience graphically points out a much overlooked factor in movie production. This factor is the audience. Too frequently, good films, behind which lie weeks of careful thought, planning and complicated production, flop on their faces because they are not designed for the audience. In Shell's case, a great deal more time went into determining how to handle subject matter that would appeal to two different audiences at once, than ever went into actual writing or shooting. A film must arouse immediate sympathy in an audience to hold its attention. It must deal in pictures, as well as in sound, in an understandable and an interesting language. A recent film produced by Sylvania Electric Products, Inc., for dealers and distributors recognizes the intelligence of its salesmen, gives them good meaty technical material to digest, then sell.

This is an important reason why a

How Not to Conduct A Sales Meeting*



Talk your men to death. They'll find that slumberland is a better place to be than with you and your critical points.



2. Give 'em hell. They'll respond like a bunch of waterlogged clams, resent you so much that nothing you say will make an impression or get across your message.



3. Brag about your own achievements and accomplishments and loose the respect of your men as well as waste their valuable time at the sales meeting.



4. Monopolize meeting time with one man and forget the rest of the boys. They will repay you by wishing they were elsewhere while the meeting drones on.

company should tailor-make a film for its own employes or associates. Audiences who attend sales meetings to increase truck sales, for example, have frequently been known to snore their way through highly interesting films on selling, mainly because the films dealt with such widely divergent subjects as vacuum cleaners or groceries.

Audiences have lapsed into irritation, because they were talked down to, or boredom, because a film's subject matter was too elementary.

Sometimes films have failed in sales meetings because of poor quality production in an attempt to save a few pennies for Paul. It turned out that Peter was robbed. In other instances films have not reached their potential value because of failure on both the film producer's and sponsor's part to fully realize the limitations as well as the capabilities of the medium.

Films are expensive and they have to do their job correctly to pay for themselves. Production by reliable professionals who are experienced in sales meeting films will guarantee that a film will pay for itself.

Treat Them as Humans

A point to be remembered is that an audience should be made as comfortable as possible while viewing a film. Hard chairs, small stuffy rooms and distracting noises detract markedly from a film's usefulness. An audience should be treated as human beings when the lights go out. They should be physically comfortable and should view a film that is projected by good equipment on a good screen. Great strides have been taken in both slide-film and 16mm. motion picture projection in the last few years. Modern films, correctly projected, present a smooth and fast-moving show, just as good as those we see in theatres.

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The sales manager who is planning to incorporate films into his sales meetings should be able to get considerably more from his film producer than just a technically well-produced film. The top commercial film producer of today is a sales meeting expert and has had extensive experience in sales problems of many varied companies. His value to the potential film sponsor lies as a planner as well as a producer. Frequently, film producers design entire sales meeting programs, plan brochures and sales literature, suggest other material such as speeches and entertainment that integrate with a film.

More Than Supplier

The successful producer of today is no longer an "audio-visual" supplier. If he were, he wouldn't be in business. Today he is a businessman and a salesman who can contribute the most valuable ingredient in all commercial film production: insight into a company's structure and policies, the nature and problems of its sales attack, and hence, a complete grasp of the communications need of a company.

A good producer is not interested in turning out formulae films. Visual communications problems or needs of every company are as different as people's individuality. What is good for a shoe manufacturer is not necessarily good for a lumber supply company. Good commercial film producers are making business films because they are interested in the success of business. They leave no stone unturned to produce sales meeting films that work—successfully.



When YOUR CONVENTION COMES TO HOUSTON

When—not if—your Convention comes to Houston, enjoy the warm hospitality, the unusual convention facilities, the attention to every detail that spells the success of the occasion at The Shamrock.

Everything has been done to provide for the comfort and convenience of meetings in spacious surroundings that are completely new and modern—to move smoothly and quickly from business sessions to formal or informal luncheons and dinners—to permit extensive displays in the Hall of Exhibits which is completely airconditioned and especially designed to accommodate conventions and trade shows, large or small.

Your convention arrangements are completely, efficiently and pleasantly taken care of under the sign of The Shamrock, your host when Houston makes you welcome. And at most reasonable rates.

For information or assistance in planning your conventions, shows and meetings, address T. A. Sieferth, Convention Manager, The Shamrock, Houston, Tex., or call by teletype: HO-192.



GLENN McCARTHY, Presiden

M. JACK FERRELL, Managing Director

Brown & Bigelow's Circus Presents Show-How of Sales

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Bands play and banners scream to dramatize correct techniques for building sales volume. Meeting points out how company plans to top sales record by \$4 billion during a period U. S. production outpaces selling.



Creating sales enthusiasm is fine but showing salesmen how to create greater sales is better, sales executives of Brown & Bigelow learned at their annual meeting near Hudson, Wis.

There was hoopla aplenty at the meeting, which utilized a circus idea based on the theme "the show-how and the know-how of sales."

More than that, there was a recurring theme of demonstrating to salesmen that greater sales volume is available if correct technique is used.

Approximately 250 district managers, field training personnel and other sales executives of the world's largest remembrance advertising company were housed in a circus "big top."

Calendar Spiel

Bands were playing. There were circus posters of "the human pincushion" and "gorilla boy" and a gigantic streamer screamed about "the show how for today's selling."

Inside the tent, executives carefully put across their ideas on how to increase sales.

In one presentation, John Morrissey, St. Paul, Minn., representing calendar sales, demonstrated how to run into a blank wall on sales. Decked out like a pitchman, he confronted the manager of a store with a spiel

on the wonderful line of calendars he sells. The proprietor wasn't interested.

L. C. Fish, manager of calendar sales, then entered the same theoretical store.

He looked the place over, Mr. Fish told the prospect, and realized the store manager's problem was lack of traffic. There were ways of correcting that, Mr. Fish explains. One of them was through the use of numbered calendars, passed out to customers, with a drawing later for a prize which the store contributes.

The store can have the drawings as frequently as it wishes or as often as it feels it can contribute the prizes. The calendars keep on going out—and, of course, they are purchased from Brown & Bigelow.

"You've got to sell an advertising idea and sell the prospect potential business. You can't just sell him calendars," Fish told the executives.

"You've got to make use of visual sales aids to contribute to sales. You've got to combine the written and spoken word to reach the prospect. If you do, through use of numerous booklets furnished your salesmen, you eliminate the vast bulk of the prospect's objections before they ever enter his mind."

The sales executives were told that the calendar drawing idea can be used with any number of other products, such as numbered pencils and key chains. They also, of course, are produced by Brown & Bigelow.

The general theme of the meeting was established by Charles A. Ward, president and general sales manager of the company, who reports the sales force did an outstanding job in the last 12 months by making sales of \$43,000,000.

The forthcoming year's goal of \$47,000,000 in sales, however, gives the sales force a problem to be handled, Mr. Ward points out.

Figures available at the meeting showed that Brown & Bigelow's first quarter business volume increased more than \$1,000,000 or nearly 5% greater than a year ago.

Orders accepted to May 1 this year for Remembrance Advertising, B&B's registered trade name for its advertising specialty line, total \$22,-756,000, a gain of \$1,064,000 over the same three months in 1951.

Orders manufactured and shipped during the first quarter of the fiscal year were \$9,719,443, compared with \$9,515,880 for the same period last year.

Tax Burdens

Mr. Ward told the executives that, while the company is maintaining a healthy growth, earnings are being affected adversely by increasing federal tax burdens. He pointed out

that, although management is trying to improve profit margins by economies and increased efficiency, the company is permitted to retain only 18 cents of each dollar of increased profits because of high tax rates on corporate income. Indications are that current sales of B&B are running about 11% over a year ago.

Other speakers at the meeting stressed the point that production has outdistanced selling, and that salesmanship must catch up with produc-

tion.

Harry E. Kranhold, vice-president

in charge of sales policy and planning, told executives that America has been jarred into realizing that its production has outpaced its selling. He said the most common complaint among a survey of 65 top sales executives was "what happened to the great American salesman?"

Salesmen Decline

"The shortages brought on by World War II have produced an abnormal demand," Mr. Kranhold explained. "Industry expanded plants to meet it. The Korean war brought on scare buying. During all this tine, salesmen declined in quality and number. While productive capacity of this country went up 83% in 10 years, the number of salesmen increased only 27%."

Salesmen have become so accustomed to unusual demands and shortages that selling has declined, Mr. Kranhold warned. He said this is probably more true of older men who depended on established business and built too little new business.

"America needs to rebuild its selling program now," Mr. Kranhold continued. "The present situation is the greatest challenge in our history. It offers the greatest opportunity to contribute to revolution in creative salesmanship and merchandising.

"As salesmen, we need to know how to do a better selling job and show how to do a better selling job. No longer can we be satisfied to sell a calendar as such—a billfold as a gift. We need to sell an idea—sell

its benefits

Get Out and Work

"The new era of creative salesmanship demands greater knowledge, sounder planning and a more positive sales production to insure your company meeting the challenge. You need know-how to do a better job. You need show-how to do a more complete job.

"Whether we make small gains through pressure the hard way or large gains through increased service and benefits depends on you."

Mr. Kranhold predicted that the next 10 years will see greater development than the country has ever seen, as in fields of synthetic products, chemical industry, plastics industry, electronics industry, the drug field and almost every line of endeavor.

The salesmen were told that they have a challenge in a backlog of liquid personal savings such as this country never had. Currently, savings are running at the rate of \$20 billion a year, and the present backlog amounts to \$300 billion.

Mr. Ward became 66 years old during the sales meeting. He intimated that if the current challenge to salesmanship is met he will be ready to drop part of his burden and name a general sales manager.

Executives at the meeting said that means there will be a big job open one of these days—for one of the top salesmen in the country.





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Research Turns Meeting Into Practical Sales Clinic

Customers appear on speaker's platform to tell salesmen what's wrong with their techniques. An intensive study of customers backs up the talks. Survey findings are used for sound-slide film and sales training manual as well.

BY JOHN T. FOSDICK . Research Editor

Problem: A national organization interested in the sale of basic materials to industry was planning a series of sales training clinics in key cities for their salesmen. In each of these cities it planned to have a prominent local industrial buyer for its materials address the salesmen. In his talk he would report what salesmen should know and do in order to sell to his company.

Executives planning these sales meetings feared that their speaker's message would be missed by many in the audience. Those who were already selling the account would not listen carefully, and those not selling the company might say to themselves "So and So is an old crab; I can't sell him no matter what I do!" and they, too, would fail to pay attention to the message.

Solution: The organization decided to retain an independent research firm to make a thorough study of what industrial buyers wanted from the industry salesmen who called upon them. This survey would cover hundreds of buyers of all types and from all sizes of companies. The survey report would be given at the sales meeting and would tend to support statements of the principal speaker. In this way it was hoped that audience attention would be increased. At the same time the survey, because of its scope and its coverage of plants of all sizes, would have greater application and appeal to everyone in the audience, from sales trainee to senior salesman.

The survey was made in two parts. Principals and staff interviewers of the research organization made from six to 10 depth interviews in each of five cities in which sales clinics were to be held. Following these interviews, a questionnaire was sent by mail to a representative sample of buyers from coast to coast. This produced a 43% return, and these questionnaires gave the entire study the broad statistical base needed to impress salesmen in the audience that the speaker's remarks were not just one man's opinion.

Questions on Habits

Questions covered daily performance of salesmen in the industry—their appearance, frequency of call, speech and irritating habits. Particular emphasis was placed upon information and services desired from salesmen, customers and prospects' reactions to their attempts to visit plants or call upon technical and production personnel, and their general awareness of the customer's problems and requirements.

Valuable information was secured, and a number of key points not previously suspected by industry sales executives were uncovered. Sufficient information was obtained to supply data for a sound-slide training film and a sales training manual for distribution after the meeting closed. Industry sales executives reported the survey successfully fulfilled its objectives and not only served to build acceptance of the principal speaker's remarks, but to guide and stimulate

men following his talk.

Results: Results of this study were confidential and have been restricted by the organization which sponsored it. However, some general findings may be reported here to illustrate the type of information obtainable:

both the speaker's presentation and

comments and questions from sales-

1. The average salesman called six times a year on each customer and prospect. Frequency of calls was directly proportional to volume of purchase, and ranged from once a year to weekly in the case of one salesman serving a very large buyer.

2. Although about half of the salesmen who call on buyers are well informed on what their product will do and its characteristics, there is too large a proportion who are not adequately informed. This failing is much more prevalent among salesmen who call upon larger consumers. (Up to 20% of these buyers report the average salesman who visits them is "poorly" informed about his company's products as they affect the customer.)

Some specific statements of buyers surveyed show how strongly they feel on this point:

"Companies should not allow some of these men out to sell with the lack of knowledge they show. They should not be allowed to go out and misrepresent the product as they do."

"Salesmen vary. We get all kinds. Just a few are well informed on the properties of their product. They are salesmen first and they have a "line

of talk," but not information we need as a rule."

"At least 50% of the salesmen who call have no idea of what they are selling. Some salesmen don't know a damn thing. I once asked a salesman a basic question about his product that any junior chemist should know, and he didn't even know what I was talking about."

Other questions went on to determine if buyers welcomed engineering assistance from companies trying to sell them, and how this service should be offered. Specific answers stated savings in dollars and cents that result from such help. Most buyers welcomed the salesman's interest in visiting their plants and talking with engineers and production men, but nearly all wanted this to be the result of arrangements made through the purchasing agent or at least with his knowledge.

Perhaps as a corollary of this, less than 50% reported that salesmen who called exhibited a good knowledge of the purchaser's special problems. One buyer reported, "If they ask us about them [special problems] I tell them, but they seldom take the trouble to ask."

Questions that deal with appearance and behavior of salesmen, with emphasis on irritating habits and speech, developed this list of most frequently mentioned faults or bad habits of salesmen:

"High pressure, or too persistent."
"Poor knowledge of product sold."
"Talk too much, take too much

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"Exaggeration and misrepresentation."

"Call too often, are 'eager beaver' boys."

Finally, the survey developed considerable data on types of information, spoken and written, wanted by these buyers. Valuable suggestions were obtained which could be incorporated into future salesmen's presentations and in catalogs and direct mail brochures.

Conclusion: Salesman evaluation and effectiveness surveys can produce valuable information that will help build interest and acceptance at your next sales meeting. Results are flexible and may be used as the basis of a talk by the sales executive, a guest purchasing agent, or in skits, slide films and other visual forms of salesman instruction. Costs are surprisingly low—frequently less than \$1000.

While They Last

A limited supply of guides to film producers and entertainment producers is available. "Film Producers Directory" lists leading companies specializing in business films. Specialists in supplying talent and music for conventions are listed in "Entertainment Producers Directory." For a free copy of these booklets write: Readers' Service Bureau, Sales Meetings, 1200 Land Title Bldg., Philadelphia 10, Pa.

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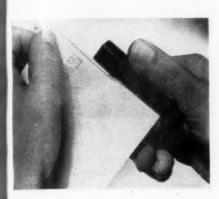


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Photostats a Speech: Have no time to make an extra copy of your speech? Need an additional company report for your sales meeting? Photoexact, finished copies of any office record can be made in less than a minute without developing, washing, fixing or drying. Copyfix, an innovation of Remington Rand Inc., makes finished, photo-exact, positive copies

of any record, regardless of type or color, from originals up to 14" wide in any length.

The machine takes not much more space than dictating equipment and no darkroom or special installation is required. It plugs into any electrical outlet.

The record to be copied is placed face to face with a sheet of Copyfix negative paper on the printer and exposed. They are removed from the printer and the exposed negative paper with a sheet of positive paper are placed in the Copyfix. In 10 seconds, the two sheets emerge from the rear slot of the machine. Peeled apart, you have a perfect positive copy for immediate use.



Flexible Frames: An easily-assembled and trim-looking display material has been designed by Unistrut Products Co.

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Continuous Tape: A new development in tape recording, marketed by Connecticut Telephone & Electric Corp., is ideal for use in sales promotion for talking displays at point of sale, trade show exhibits, as well as for sales training and management communications to salesmen.

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Outdoor Light: To light up your outdoor exhibits, a weatherproof lamp holder has been perfected by Stonco Electric Products Co.

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- Louisville Training Clinic
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- 28-30 San Francisco (Scot. Rite Aud.) Letter Writing Conference
- 28-30 Rockford, III. Training Clinic
- 29-31 Corpus Christi Motivation Clinic

NOVEMBER

- Syracuse (Syracuse Hotel) Conference
- 10-12 Trenton Training Clinic
- St. Louis (Hotel Jefferson) Sales Conference
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What Every Meeting Planner Should Know About Objectives, Audience and Results

Here are the fundamentals—the sign posts toward effective meetings. There are five blocks to successful meetings, four basic considerations in any plan and six checks to make before any program is put into operation.

BY RICHARD BECKHARD . Consulting Editor

Business organizations in this country conduct 59,000 sales meetings a year at a cost running into millions of dollars. The thousands of sales managers who have the responsibility for these meetings have to answer the question: Do these meetings pay off? The sales manager can compute readily dollar returns for dollars spent on salaries, sales promotion materials, and the like, but what comes out of a sales meeting has long been a thorny question.

Some sales managers feel that too much of their time is taken up by planning sales meetings. As busy executives they feel the results of sales meetings are not tangible enough for them to justify this time away from other things.

In recent years social scientists have been supplying the business world with an added fund of knowledge about meetings and groups in action, based on research findings and studies of what makes groups tick. As a result of this knowledge, it is now possible to better diagnose what makes meetings work and how to treat the various ailments of groups in action.

Some Assumptions

I. Prime purpose of most meetings is to change attitudes or actions: Your company wishes to impress its financial strength upon its men and make them feel better about being part of it; or you want to break through the status quo of a competitive sales situation and need new ideas and effort from salesmen; or you have a new approach to the trade and want to change the sales skills of

your sales force in the field. All these are instances normally met in meet-

2. Process of change aided when persons to be changed participate: Rather than determine that a new system is to be installed, informing the men after the decision has been made, the job can be done by getting together with the men, giving them the facts, and let them collaborate in making the change.

3. Meetings good medium for effecting change: Because of the face to face relationship, meetings have proven effective for bringing about changes in people's attitudes and ac-

4. Meetings can be improved in their effectiveness: The more we know about meetings and the way people react to them, the more we know how to improve them. The July issue of SALES MEETINGS noted the instance of an Automotive Booster Club that paid \$8000 to have a survey conducted among auto jobber salesmen to find out what they thought of sales meetings held for them. The analysis resulting from this survey showed that the same meetings for the same men could be made more effective and indicated how this could be done

This is one of a number of studies that companies have instituted to look into their own meetings situation. They are using what they have learned from these studies to make their meetings effective in reaching the goals they have set.

Blocks to Meeting Success

1. Objective or goals not clearly defined or tested: Some sales meetings have over-ambitious goals; they cannot be realized in the time and space limits of the meeting. Some goals are not realistic; they just cannot be accomplished at a meeting of the sort planned. Some goals are not clear; they do not communicate the meeting's purpose and plan.

2. The audience really not involved in meeting: This may occur because it has not been made clear to the audience what the sales manager wants to achieve at this meeting. They may see no relationship of what

About the Author:

Richard Beckhard, consulting editor, Sales Meetings, specializes in planning, staging and evaluating meetings as executive director, Conference Counselors, New York City. Mr. Beckhard acts as meeting consultant to Ansul Chemical Co., General Electric Co., Westinghouse Electric Corp., Brown-Forman Distillers Corp., and Oil Industry Information Committee, among others.

He was conference manager for the 1952 Unesco Conference, sponsored by the National Committee for Unesco, Department of State, and directed Institute on Meetings and Conventions, sponsored by Dartnell Corp.

Author of several books on meeting technique, Mr. Beckhard is staff member of National Training Laboratory for Group Development, Bethel Me., in charge of large group meetings. He offers a course, Theater in Industry, for American Theatre Wing Professional Training Program.

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is going on at this meeting with the problems that concern them on the back-home job. Thus, feeling no personal stake in the meeting, and not seeing what the sales manager is driving at, the salesmen do not participate or become "involved."

3. Presentation methods not effective: The presentation method is not effective for introducing the particular subject matter. If material to be presented is of a complex, technical nature, an unassisted speaker will be far less effective than a speaker assisted by visuals such as charts, slides and graphs. Similarly, good and bad sales practices are better illustrated by a demonstration sketch than by a speaker talking about them.

4. Do not check communication effectiveness while meeting is on: Meeting planners are familiar with the sentinel posted at the rear of the meeting room to see if the speaker is heard, but are they paying any attention to whether the speaker is understood? Can they tell if the audience knows what the speaker is talking about? These questions point to the necessity for measuring what we do in a meeting as it goes along.

5. Too little attention to planning what is to happen after the meeting: Things that we might have expected to happen once the meeting is over don't happen because: (a) The audience does not see how to relate the material at the meeting to the back-home job. (b) The members are so busy when they get back home that they put the meeting in a mental file. The member meets local resistance back home to things he is personally sold on at the meeting. (d) Planners neglect to check on the backhome use of the material presented at the meeting.

What to Consider

Some points that planners should take into consideration to help assure increased effectiveness of the sessions include:

1. Why was the meeting called? Do all concerned with the planning of the meeting know why it came about !

2. What do we want as a result of the meeting? Are the objectives realistic; are they attainable in terms of time, budget, space, manpower?

3. What should we know about the audience as a guide to planning the content of the meeting? What does the audience want discussed? What does the audience expect from the meeting? How have they reacted to the meetings once back on the job? How can we help relate the meeting

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content to their back-home job? Are we giving the audience a complete enough briefing prior to the meeting? Are we briefing their back home supervisors about what will take place at the meeting?

4. How can we help the audience understand the goals of the meeting and how these objectives relate to

personal problems?

Program Planning

From the standpoint of the meeting program itself the planner should ask himself:

1. Why did we choose this particu-

lar material?

2. What is the objective of each item of the program?

3. How do the men feel about each item of the program?

In selecting methods of presenting material, the planner should choose in terms of:

1. What do we want to say?

2. What does the audience already know about it?

3. What are the audience attitudes toward it?

4. What do we want the audience to do?

The sales manager should be careful in dealing with his presentations. Each presentation should be planned so that it is properly integrated into the entire structure of the meeting. One of the factors to consider is the fatigue limit of the men. Only about 90 minutes of material requiring concentration can be given without a break. Another example of this is the inclination toward sleep after lunch. It is usually wise to inject participative activities in the afternoon such as round table discussions, problem sessions, question and answer periods, panel discussions and field trips. These and other points must be carefully analyzed in planning each program

Throughout the meeting it is important to find out how each unit is going over. The planner needs to find out: (1) how the audience members feel about the meeting; (2) how useful rhey think the material is to them; (3) how close to planner's target is each presentation of material.

There are a number of ways to get this information from the audience: brief interviews of a sample of the audience, reaction questionnaires, or an analysis of the questions asked by the audience during the meeting.

If a meeting is to create some change in actions or attitudes it is important that the sales manager help

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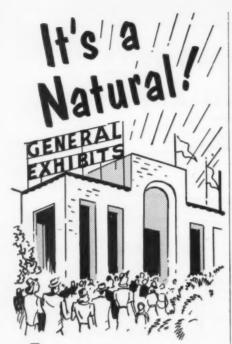


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State Fair of Texas

JAMES H. STEWART Executive Vice Pres. & Gen. Mgr. DALLAS 10, TEXAS the men relate the meeting to their back-home jobs. Here are some suggested ways in which the sales manager can ask some pertinent questions that will help both his men and himself: How satisfying was the meeting? What are the highspots that you recall? How has the material of the meeting been used? What is lacking and what should the next meeting be like?

Six Sign Posts

The sales manager can improve sales meetings if he constantly checks the following six sign posts for meetings:

Have clearly defined objectives.
 Make sure they are realistic and

- attainable.
- Find out the facts about the audience's needs and expectations before the meeting, during the meeting and after the meeting.
- 3. Choose meeting procedures and presentation methods that effectively tell what you have to say in terms of your objectives and audience needs.
- 4. Plan to actively involve the audience through participation in planning the meeting and while it is going on.
- Evaluate the communication from platform to audience during the meeting and after the meeting.
- 6. Plan for follow up after the meeting.



Laundryowners conduct their business meeting across 318 miles.

This Meeting Moved Along

Thirty-four Iowa and Illinois laundryowners, plus representatives of laundry equipment and supply manufacturers held their business meeting in a private car of a train en route to the Joliet, Ill., national headquarters of the American Institute of Laundering.

They used the monotonous, time-consuming (16 hours round-trip) train ride to the fullest advantage as they sandwiched their necessary business discussions into a crowded day.

In Joliet, the men spent five hours at the Institute inspecting the industry's model plant. The visit was climaxed by a brisk question and answer session held with Institute staff personnel on management, sales and production problems.

The group reports excellent results. It became the first commercial laundry industry representatives to attempt a "train meeting" and the first state laundryowner delegation to visit the national headquarters this year.

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LAWRENCE A. APPLEY, AMA president, presents a management problem to the class. Visual aids play an important part in the program. Nameplates in front of each man are taken with him to each class. As he rises to speak, he is immediately identified.



EXECUTIVES PARTICIPATING in the AMA Management Course relax informally atop the Hotel Astor, New York. Here, on the "outdoor campus" turned over to AMA, "students" take time out from their busy schedule to mull over the day's lesson.

Management Course Packed With Intensive Meetings

Based on an interview with WILLIAM H. KUSHNICK
Director, Management Course, American Management Association

High-level business executives spend a month away from their offices and pay \$600 to take advantage of American Management Association's new course. Registrants attend 9 to 5, five days a week. Course uses "floating" faculty. American Management Association, most prolific sponsor and planner of meetings in the country today, is offering industry a double-barrelled meeting technique. It is giving instruction to business executives, and at the same time exposing them to techniques of effective teaching.

After a pilot study with 85 registrants last year, AMA is now putting its Management Course into high gear with approximately 250 highlevel management executives registered for the current series of meetings. The course is a comprehensive curriculum of management methods packed into four weeks of discussions, lectures, clinics and reading.

"The steady advance in standards of executive performance has impelled forward-looking top management to plan for the development of its present key men so that they may be adequately prepared for modern business leadership," points out Lawrence A. Appley, AMA president. The new series of meetings is designed for "practical, advanced instruction to assist in developing managerial ability."

Management Course is given in four units. Each unit takes one week to complete. Registrants attend meetings from 9 AM to 5 PM, five days a week. The four units cover: Basic Principles, Skills and Tools of Management; Planning and Controlling; Organization Building; and Appraising Results and Taking Action.

Floating Faculty

Among the new techniques developed for the course is the "floating faculty." Operating managers selected from diversified businesses provide the principal instruction throughout the course. A specialist in each subject is assigned to present the material. Because many executives who specialize in the same subject are available, each class may have a different faculty member for a particular subject. Interchangeability of instructors allows those who take the course to be exposed to a wide range of managerial experience. As many as a half-dozen management representatives of leading companies may lecture or lead discussions during a single day.

Each one-week unit of instruction is complete in itself and the subject matter presented follows a specific outline. For each unit there is a full-time leader selected for his practical experience in the field and for his ability to instruct. He is assisted by the floating faculty drawn from companies that are successfully applying



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the particular skills and tools covered in the course.

A single unit is presented nine times during the 36-week period from September to June. This provides a registrant with a flexible schedule into which he can fit his regular heavy work load. Each unit of study is repeated every four weeks. Enrollment can be made for the four units to run in consecutive four weeks, or an executive may take each unit weeks or months apart. The only schedule requirement is that the units be taken in consecutive order.

Directed by William H. Kushnick, the course introduces meeting techniques that attending executives find valuable in adopting for their individual company training programs. One of these techniques is the problemsolving clinic. This is how it works:

Class Divided

An operating executive presents a management problem to the class of 45 executives. In stating the situation, he provides all facts and figures available to the "hypothetical" company that is faced with the problem. The class is then divided into small groups—sent out of the room—to discuss the subject and arrive at a solution.

When the class is reassembled, the chairman of each small group offers the group's solution. Thereupon, the executive who presented the problem reveals that the hypothetical company is his own and "this is how the problem was solved." Thus, the class has an opportunity to think out solutions and see how the problem was resolved. It is not unknown to have points brought up by the class that are better than the actual solution, for the class, itself, represents a cross section of some of the best operating management.

While most problems are real, some are truly hypothetical. Each time the class is divided up for discussions, the individual finds himself in a different group. This allows wider exposure to opinion and experience and proves invaluable for stimulating the most active interest.

Since the pilot course was instituted, several changes have evolved. Originally, every trace of an allusion to "school" or school work was eliminated. All terms generally associated with formal education were studiously avoided from all material directed to potential registrants. It was believed that management men would be sensitive to "going back to school." Contrary to this belief, the class, it-

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The guy is in a quandary . . . As Program and Entertainment Chairman he's had some BLOOMERS. He's dreaming of a fast . . . pace-setting . . . HUMOROUS and INSPIRATIONAL . . 'Mirthquake' speaker who'll set his members on fire and keep them rocking in belly-busting hilarity.

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self, requested evidence of going to school in the form of a diploma and class picture in the best academic

Informal get-togethers during meeting breaks are encouraged. The luncheons and after-hours discussions increase the opportunity to make lasting and helpful associations. Permanent quarters for the course are provided on the 10th floor of Hotel Astor, New York. Facilities include airconditioned meeting rooms, dining and leisure areas, library and open terrace that looks out upon New York's skyline.

Planned for the man with substantial business experience-regardless of formal education—the course is open to management executives only. Those attending the course may be executives being developed by their companies to assume higher responsibility or may be men with specialized backgrounds in one field who want additional guidance in handling management problems in a broader perspec-

Deliberately limited in size, each class is assured a maximum of individual participation. In addition to the materials presented by the instructional staff, each registrant is furnished with a personal notebook for each unit. The notebook contains excerpts from authoritative sources related to the unit outline and provides an invaluable synthesis of the very finest management literature. Current papers and talks on management problems are furnished as reading assignments, supplemented by additional bibliographical references available in the course library.

To speed the personal contact between registrants, the notebook contains a list of each class member along with his nickname, company, products or services, company sales volume, number of plants and num-ber of employes. Thus, the class knows the background of each individual and can thereby evaluate his remarks in the light of his experience.

Approximately half of the course's sessions utilize visual aids. These are provided by faculty members. Aids might be slides prepared by the instructor's company; they might be flopover charts, exhibits of forms and working materials, chalk talks or flannel-board presentations.

No text or pat presentation is used. Lecturers and discussion leaders offer material in their own way within the framework of the course outline. The course is as current as the day's newspaper because operating executives bring into class their experiences right up to the present.

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VICTOR BORGE will help Groves Laboratories get its message across when he appears for the company at the National Retail Druggists' Convention.

Your Entertainment Is Loafing Unless You Give It a Real Job to Do

Put your entertainment to work with objectives related to the purpose of the meeting. Professional entertainment is versatile and can solve many problems if you plan it that way. Qualified counsel can show you how to do it.

BY STANLEY MELBA

Entertainment has to work for you. Whether you plan a small sales meeting with 25 men or a giant convention of 13,000, you must put your entertainment to work.

Entertainment for meetings is something separate and apart from vaudeville, television or nightclub fare. Entertainment at meetings has to sell ideas, themes, mood or create attitudes. Unless your entertainment is planned to serve some constructive purpose, it's loafing — and on your time and money.

To be effective, entertainment must be planned with the same care and consideration given to the entire meeting. The meeting itself must dictate the type of entertainment to be employed and its use. If the meeting's purpose is to introduce a new product, your entertainment must be planned around it. Just as an effective display focuses attention on a product rather than on itself, entertainment at meetings must focus attention on something other than music and talent.

There are two good reasons for making your entertainment work:

(1) Audiences have grown sophisticated from exposure to top talent on television and few meetings can compete with television on a straight entertainment basis. (2) Who can afford the luxury of straight entertainment without commercials?

Here's how to make entertainment work for you:

Plan your entertainment last. This

does not mean to leave it as a last-minute consideration or relegate it to the position of an afterthought. It means that the purpose and objective of a meeting with a preliminary outline be created first. When you have established a reason for holding your meeting and know precisely what it is to accomplish, then you can call on entertainment to help reach your objective.

An appliance manufacturer was staging a meeting for its distributors and wanted entertainment. It considered using several vaudeville acts to break the pattern of speeches and demonstrations, but I talked them out of it. The acts would contribute nothing positive to the meeting—anymore than a half-hour break to sip cocktails at the bar.

The company had a major problem; subject of the meeting was how to get retail salesmen to do a better job. Why not let the entertainment further the meeting objective — tell how salesmen can do a better job?

Two days were spent in "buying" a television set in several dozen stores. A secretary went along on the buying trip to record the conversations with salesmen (but unknown to them). After all the weak sales points and

you are looking for an exotic background, luxury facilities and an environment distinctly different . . . one that will insure the immediate success of the occasion . . . whether it is for a particular group, a meeting or a convention . . . then select the British Colonial, here in Nassau, loveliest island in the Bahamas. The New World's most fascinating "Old World" town, colorful streets, flower-decked houses, ancient forts and native markets that will add to the enchantment of the business holiday for your entire group.

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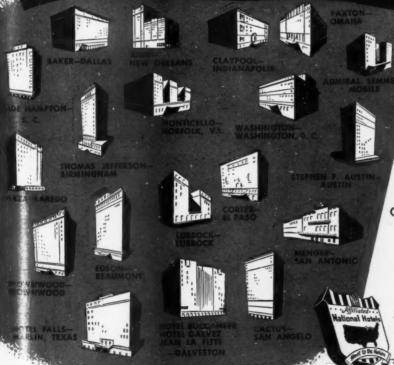
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unknowledgeable sales approaches were recorded, a script was written that included material picked up in the actual sales presentations. A playlet was then produced for the meeting. It was entertaining; it changed the meeting's pace. But, more important, it had a job to do and did it.

One great advantage of professionally-planned entertainment is its versatility. It can solve all sorts of problems. One that troubles most large meetings is what to do with delegates' wives. How can their visit to the convention be made memorable?

A simple game can turn an ordinary dance, planned as part of the

program for the ladies, into a funpacked evening. Cards are distributed to all those at the dance. They resemble Bingo cards but the game's name is Swingo. In the squares are names of songs. As the band plays throughout the evening, each guest tries to identify the song and see if it appears on his card. Winners receive prizes and the gay, informal party replaces a conventional dance.

Entertainment can't solve all meeting problems but it can do more jobs in more ways than most planners ever dreamed. Suppose, of necessity, you must schedule three or four serious speeches in a row. You can't conveni-

ently take the guests out of the meeting hall. At best, you can offer them a ten-minute smoking break. What do you do?

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Put an entertainer on between the speeches. I have seen a double-talk artist do his bit between two solemn speeches and convulse the audience for a full half hour saying nothing. He took the stuffiness out of the program. His straight-face presentation became even funnier in comparison to the meeting's seriousness. When he was followed by another speaker, the audience was ready to listen. It had been relaxed, given a breather and stimulated for another round of serious business.

Of course, the entertainer did more than relax the audience. He had a job to do, too. As you know, a double-talk artist starts to speak understandable words and then lapses into word sounds with no meaning. The words he spoke that were understandable had to do with problems and plans dealt with during the meeting. He pin-pointed words and phrases that had a significant meaning. The audience laughed as he ranted on, but remembered catch phrases he threw at them and recalled the few points he wove into his act.

Problems solved by entertainment are legion, but chances to do a job with entertainment that were missed are more numerous. There are three reasons why meeting entertainment falls flat: (1) Planners do not use the services of qualified suppliers. (2) They do not plan their entertainment with an objective. (3) They are frightened away by budget ghosts.

When you plan your meeting, seek out an entertainment specialist. One who has a reputation for creating entertainment for meetings. Entertainment for business functions is a specialized service. Just as an industrial film differs substantially with a Hollywood production, so entertainment for meetings differs from vaudeville or television programs. Your entertainment supplier should be qualified to supply ideas along with talent.

Many individuals and committees charged with the responsibility of meeting planning are plagued by budget ghosts. They shy away from the use of top-grade talent because, "It costs so much." Hollywood's fabulous salaries have deluded most people to believe that good entertainment is out of the reach of most budgets, but it's not so. A qualified entertainment supplier can create a "working" program to match your budget no matter how small.

Often a budget is not the prime consideration. Many companies refuse to use talent under contract to





them in favor of "outside" performers. It would cost a manufacturer comparatively little, if anything, to have talent from his sponsored television show attend his sales meeting. But it loses its effect. The meeting audience suspects that the manufacturer is getting free talent—whether or not it is the case—and the impact is lessened.

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When effect is important, your entertainment counselor's ability comes to the fore. He must "paint" a program with subtle but powerful strokes. The Groves Laboratories, Inc., has just opened its new plant in St. Louis. Operations there coincide with the date for the National Association of Retail Druggists' convention in the same city.

Groves wants to impress druggists with its expansion and ability to be of greater service. It wants to point out the growth and stature of the company in the field of ethical pharmaceuticals.

Entertainment is the vehicle that Groves will use to drive home its story. A program for the druggists in Kiel Auditorium, St. Louis, will be staged during the convention. Headlining the show are Marguerite Piazza, Metropolitan Opera star, and Victor Borge, who will entertain the druggists on behalf of Groves Laboratories. A 40-piece orchestra, directed by Salvatore Dell'Isola, and featuring 10 girls from NBC's stringed choir complete the show. The entire company will be flown from New York in a chartered TWA plane.

The stage backdrop will feature a

montage of Groves' laboratories and plants. Victor Borge, famed Danish pianist and comedian, can be counted upon to include several Groves' "commercials" in his patter. Everything connected with the show and its staging will create the effect Groves wants to impart. The audience can be expected to be duly impressed with the elaborate show and the company that made it possible. They will take home a kindly feeling toward Groves and, above all, know that Groves is a big company that does things in a big way—especially for the druggist.

Groves, you might assume, must have allocated a fabulous budget to bring together top stars, a large orchestra and fly them all by chartered plane. The budget was less than \$15,000. How much in prestige will be earned for the company can only be guessed. The show is certain to dominate the entire convention.

To make your entertainment work and pay, you must:

1. Establish the purpose of the meeting, first.

2. Determine the objective to be accomplished.

3. Call in an entertainment counselor with meeting experience.

4. Decide on how "commercial" the entertainment program should be.

5. Give your entertainment counselor a free hand in creating your show. You may be an excellent critic of good and bad entertainment, but your counselor is a specialist whose activities qualify him to judge what will and will not get the results you want.

GDM FLEXI-TURN

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That's the verdict of many outstanding concerns (foods, feeds, industrial, beverages, insurance, etc.) who have proved they are "tops" for Good Will building at conventions, sales meetings, product promotion, anniversaries, salesman identification, merchandise shows, etc. "Adver-Ties" are Smart and Individual Ambassadors to tell your "best" advertising story in a refined and subtle manner.

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"Adver-Ties" are NOT stock ties, but made individual to requirements—designed with illustration of product, trade mark, or slogan . . . "Adver-Ties" are produced un der exclusive patent, made of highest quality material and hand-tailored by "ties expost with 2 years and the patent with 2 years and enclose samples of your adv. matter . . Details and prices will be promptly sent also ReGULAR TIES—large assortment. Ties individually packaged and labeled.

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Ask for-

THE FOURTH DIMENSION—illustrated idea booklet with case histories of typical exhibit problems.

PACKAGE—The original self-contained exhibit that is so easy to use. Buy or rent it for less!

 $\label{eq:automatical} \textbf{AUTOMATIC SALESMEN---How to tell your sales story automatically with colorful slides or strip-film.}$



EXHIBITORS BUY, TOO. Unlike a vertical show where most exhibitors are direct competitors, at an international fair many products are purchased by exhibiting companies.



FROM PICKELS TO DERRICKS. Products from 50 nations were exhibited at the 1952 Canadian International Trade Fair. It was Canada's largest international fair since 1948.

Evaluation of International Fair After Five Years

It cost the Canadian Government \$11/2 million to get the International Trade Fair going. Character of the fair has changed several times but basically it is a sound business event that has served Canadian and foreign traders well.

With a sharpening of interest in international trade and sample fairs throughout the world, the pioneer international fair in North America has five years' experience from which to evaluate the medium. Canadian Inter-

national Trade Fair has been challenged by every conceivable problem. Its success in offering a sound marketing environment proves the basic worth of such a business event. By tracing its brief history, the fair's ability to adjust to world conditions and trade demands is clearly shown.

The first Canadian International Trade Fair was held in 1948 after a year and a half of planning, preparation and an expenditure by the Government of Canada of something like \$1½ million. Despite the lengthy preparation and research into European trade fairs, it proved to be somewhat different than its organizers had envisaged.

Designed originally to be held in the Coliseum, one of the permanent exhibition halls in Canadian National Exhibition Park, Toronto, its expansion was such that two additional buildings were pressed into service.

Unfortunately a great many exhibitors were present who had no conception of the problems inherent in doing business on an international scale and showed products that could not possibly compete in world markets on many points such as design, price or delivery. There were a good many unhappy people for this reason.

Many European Buyers

General make-up of the exhibitors this first year was roughly 60% Canadian to 40% foreign. Canadians were almost entirely concerned with the export market; foreign exhibitors were almost entirely concerned with selling to Canada or the United States.

This situation was largely the result of war damage wrought in the economy of many traditional market and the resulting need for dollar with which to buy from the one source most likely to have available production machinery and food supplies.

Buyers that year from Europe and Asia were present in great numbers armed with dollars, made possible to a great extent by the credits and loans of both the United States and Canada. The Canadian exporter who had goods at the Trade Fair did not need to be a salesman experienced in international trade; all he had to do was take orders and deliver goods

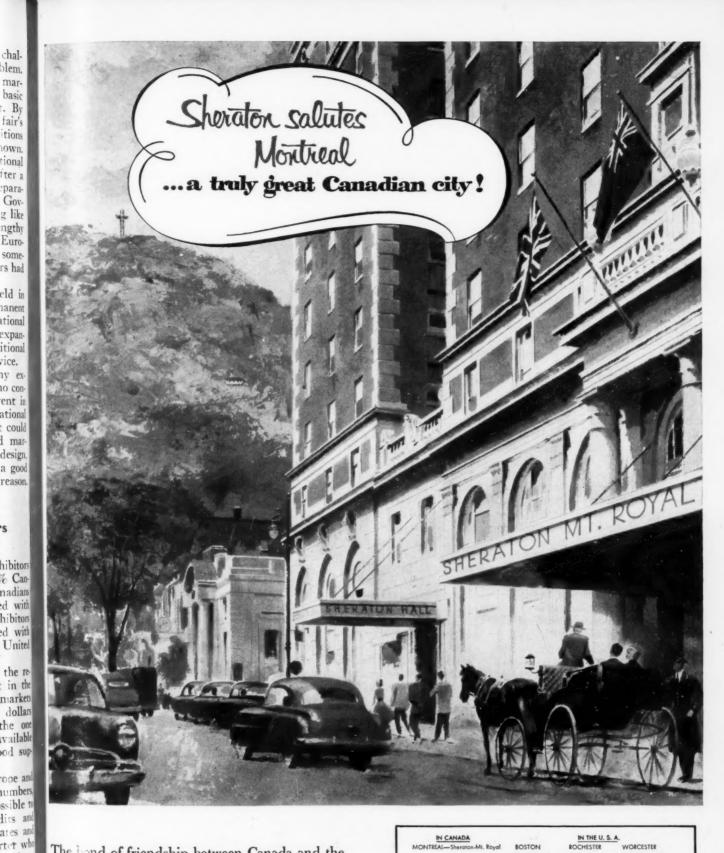
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By 1949 the picture had changed both exhibitor-wise and buyer-wise. The Canadian exhibitor who discovered that he was unprepared to ded in international markets was absent. Some exporters who found that creditdollars were drying up and selling



The bond of friendship between Canada and the United States is one of the most vital and reassuring realities in the world today. In Montreal the gracious Sheraton-Mt. Royal Hotel and the new 25-story Laurentien Hotel are living examples of Canadian-American cooperation.

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RESERVATIONS BY SHERATON TELETYPE SM/OCTOBER 1, 1952

BOSTON

-The Laurentien TORONTO—King Edward
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was becoming a professional's job once again, also withdrew to the comparatively safe Canadian market where he was better equipped to do business

Although the space sold was considerably smaller than in 1948 down from 194,500 sq. ft. to 125,000 sq. ft.—quality of merchandise shown was considerably higher and men who staff the booths were, for the most part, experienced in international trade fair techniques. Their motivation was primarily to contact people they could not know about and from this build new, or as they often termed it, unexpected business. They were trying also to restore contact with markets that had been closed to them for many years because of the war. They were trying to earn dollars against the day when credits would be a thing of the past.

Character Reversed

For this reason the character of the 1949 Trade Fair was almost completely the reverse of the 1948 event, with roughly 60% of the exhibitors being foreign and 40% Canadian.

With tightening of the easy-dollar situation the buyer attendance altered perceptibly. Fewer European and Asian buyers were present but those who were able to get dollars from their governments were obviously bent on buying. Reports indicated a higher percentage of actual business, whether firm orders or follow-up orders, was done than in the initial fair. Latin American buyers began to make their presence felt, particularly those from oil-rich Venezuela.

The number of buyers, to the experienced exhibitor, was not so important as the amount of money they had to spend. One buyer, for example, was known to represent extensive Indian industrial concerns and his visit, although cloaked in understandable secrecy insofar as his actual purchases were concerned, is reported to have resulted in a Canadian firm, exhibiting that year, getting an order 18 months later to erect a \$1% million paper mill in India.

Since 1949 the character of the Trade Fair has changed yet again and it is only natural that this should be so as an international trade fair such as Canada's reflects world trade conditions, rather than influencing these conditions.

In 1952 the pattern of future Canadian International Trade Fairs seems to have been pretty well set. Canadians are there for many reasons but largely for both domestic and export business. Foreign exhibitors are

Hotel-Room Shows

Failure to establish a permanent international trade fair in the United States has not dulled the ardor of foreign manufacturers for an exhibiting opportunity here. Widening of the dollar gap forces dollar-short nations to make a strong bid for American markets.

To provide an exhibiting opportuity for foreign producers, World Trade Tours, New York City, has developed a plan for a series of hotel-room shows where manufacturers may display their wares to American buyers. The exhibits would travel across country and go on display in major market areas.

A hotel chain is considering the plan and may cooperate in making its facilities available for the traveling exhibit of foreign products. Should the experiment work, a series of traveling exhibits will be put on the road.

largely interested in rapidly-expanding Canadian economy but they report substantial bonus business with other foreign countries.

Insofar as Canadian and foreign business men are concerned, there are enough repeaters each year now to indicate that the Trade Fair is worthwhile. Each year there are more exhibitors from the United States which would indicate that the horizontal trade fair is becoming better known and more valuable to American manufacturers.

As a relatively new merchandising medium in North America, the international or horizontal trade show is not above suspicion. Plenty of evidence that shows proof of accomplishment and influence exists.

Stimulated by the Trade Fair, 32 British companies have established branch plants in Canada since the war's end at a total cost of more than \$51 million. The British machine tool industry increased its Canadian trade by more than \$4 million in the past two years through the medium of the fair.

While fostering two-way trade between Canada and the rest of the free world has been important to the Government of Canada, a special advantage has turned up for local manufacturers. Said an article in the Canadian Board of Trade Journal, July, 1952:

"It's a good thing for our own industry to see what it is up against. We are confident that we can meet this threat on grounds of fair competition but some of the stuff has been an eye-opener. It's hard to blame a buyer for patronizing foreign exhibitors here when they have the stuff, can deliver it, and are willing to stand behind it."

A Lesson

The Canadian exhibitor at the recent International Trade Fair who spoke those words put his finger on one of the outstanding lessons to be drawn from this year's successful show: No Canadian manufacturer can afford to idly wait for buyers to beat a path to his door in the impressive industrial comeback of Continental Europe and notably Germany. The Trade Fair, in far more dramatic fashion than all warnings of trade officials, presented concrete evidence that aggressive promotion in overseas markets is the only road to increased export sales under today's increasingly competitive conditions.

The 1952 fair has dispelled, once and for all, the mistaken notion that it is purely an export show for the benefit of Canadian businessmen only.

Roughly 50% of Canadian firms participating in the fair are repeat exhibitors. Foreign exhibitors do not repeat in such high proportion because the fair for them is an opportunity to introduce new products which, if successful, leads to agency and representative arrangements or establishment of Canadian plants. Two years is about the limit for most foreign exhibitors, except in some cases where they deal in heavy capital equipment that cannot be taken around the country for demonstration purposes. In this group are numerous repeat exhibitors.

Because the fair is primarily used by foreign exhibitors to introduce new products, astute buyers from the United States are coming in larger numbers and spending more time visiting exhibits. Visitors saw products of 30 countries at the 1952 fair

There is one final test for any trade show, vertical or horizontal: If the man who pays the bills—the exhibitor—finds it profitable, the event is a successful merchandising medium. The way space for the 1953 event is being bought by previous exhibitors, the Trade Fair is more than ever proving how well it is fulfilling the needs of international business.

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EXHIBIT DESIGNERS AND PRODUCERS

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FAIR ASSOCIATIONS

EXHIBITORS ADVISORY COUNCIL'S position in the exhibit field.

Conclave For Squeezing Most Out of Exhibit Dollar

Exhibitors Advisory Council plans its fourth annual Trade Show Clinic in December. Exhibits added to meeting for the first time. Council has been making steady progress in show and exposition improvements during last 26 years.

Trade show exhibitors will have an opportunity to brush up on the latest techniques for squeezing the most out of their exhibit dollar at the Fourth Annual Trade Show Clinic in New York, Dec. 3-4. Sponsored by Exhibitors Advisory Council, sessions in Belmont Plaza Hotel will be augmented by exhibits.

Exhibitors Advisory Council, a non-profit, fact-finding organization interested in improvement of shows and exhibitions, has been sponsoring clinics for the past three years. Now an annual event, the conference returns to New York for the third time. Last year Chicago played host to the conclave.

A diversified program will be presented from the exhibitor's viewpoint, according to EAC President W. H. Uffleman, exhibits manager, E. I. du Pont de Nemours & Co. It will cover four areas of discussion at the two-day clinic: Exhibit Techniques; Cost Reduction; Convention City, U.S.A.; and "Mr. Exhibitor, Your Salesman's on the Spot."

Exhibit techniques will be presented by exhibit designers and builders who will team up with exhibitors in offering some of the latest developments that have proved effective to put across a sales message and display a product to best advantage.

How to get the most from your exhibit dollar—the all important question—will be approached from two angles: (1) How to keep down initial costs through the use of techniques such as the module principle and single electric outlet; and (2) How to get full value out of displays by planning their effective re-use by the exhibitor himself or through cooperation with customers and distributors.

Some intricacies of convention planning and procedure, which often prove confusing to exhibitors, will be clarified in a symposium, "Who's Who in Making a Convention and Exhibit Click." Representatives of a convention bureau, convention hall, housing bureau, hotel management and show management will collaborate to give an accurate picture of

what each does and how they work as an organized unit. Exhibitors will learn just whom to contact whenever those complex problems appear on the convention horizon.

Exhibits Part of Clinic

"Mr. Exhibitor, Your Salesman's on the Spot" is a discussion that could springboard your next exhibit into a roaring success. It's planned as an engaging session to show you how to make your salesman's time at the trade show pay off. Some key points to be discussed are: preparation before the show, invitations, briefing of personnel, giveaway material and literature, registration of visitors, tie-in advertising, and the often neglected follow-up.

With its fourth trade show clinic, EAC introduces a new feature, Exhibition of Display Techniques, calculated to broaden the scope of the event and increase its value to those who This marks the first time attend. that an exhibition, as such, will be carried on as part of the clinic program. Exhibit areas will be eight feet by two feet, and will be arranged on slight angles as a gallery-type exhibit-not booths. Intent of this arrangement is to make possible display from two sides of the unit area and to permit some display in depth.

With the prime objective to present samples of sound exhibit techniques, it is expected that display builders and designers and manufacturers of display accessories will use the 20 or more units to show some clever demonstrations of their art. Exhibits will be open after morning and afternoonsessions and on the first evening until 9 pm.

Association of National Advertisers and National Industrial Advertisers Association are cooperating in the event again this year. Members of both organizations are invited to the clinic as are all exhibitors and others interested in the medium. Formal announcements are to be mailed from EAC's office late in October.

While the clinic in December is only the fourth sponsored by EAC, the organization has been active for 26 years. It was founded to meet a real need for facts that permit an exhibitor to make intelligent appraisals and to reach sound conclusions as to his show participation.

In 1926, E. G. Mailey, vice president, The Babcock and Wilcox Co., and R. M. Gates, vice president, The Superheater Co., called an informal meeting of large manufacturing exhibitors who were then participating

SM/OCTOBER I, 1952

in the New York Power Show. They felt that combined action was necessary to improve Power Show conditions and formed a group to work closely with show management, and to determine whether the growing interest would justify more power shows in other cities. This group adopted the name Exhibitors Committee of Power Shows.

Power Show fact-finding and dissemination of information were the first tasks undertaken by the Committee. Even so limited a program, however, made more intelligent show planning possible for both exhibitor and exhibit manager.

Exhibitor Committee of Power Shows was expanded, from 1926 to 1930, to a total of 36 men. They classified 900 manufacturers, obtained show information from them, and from exhibit managers and promoters at the same time. While there is no exact count of shows and expositions at that time, their number might be guesstimated at 500.

All work, involving a huge amount of correspondence, was carried out by committee members, in addition to their regular duties with their respective companies. In 1930, Exhibi-

tors Committee of Power Shows, believing it had a good start toward solving show problems of the power industry, broadened its activities to cover other industries and became Exhibitors Committee Industrial and Power Shows, Inc.

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Directors and officers of the new organization served without pay. It was then, as today, a non-profit organization, operated cooperatively by its members acting as a group. The Board of Directors elected for officers men who were thoroughly experienced with exhibitions, and who held executive positions in prominent companies. At about this same time, William A. Hemming was appointed paid secretary.

As the Committee's work became known, exhibit managers, as well as exhibitors, sought its counsel and advice. When a manager asked its help, the Committee circulated questionnaires to determine the interest of prospective exhibitors in a proposed show. Many show managers who accepted the committee's findings were thus saved thousands of dollars that otherwise might have been lost.

Exhibitors Committee Industrial and Power Shows was dissolved in 1934. A new organization, Exhibitors Advisory Council, was incorporated. The new name more clearly identified the work and purposes of the organization.

Early in its work, Exhibitors Advisory Council found that interests of several segments make up any trade show program: (1) show sponsors or management, (2) convention hall owners or managers, (3) exhibitors or space buyers, (4) display builders, (5) service labor groups, and (6) attending audience.

The merging and molding of interests of all segments was slow. It has been the result of a long-range program, developed step by step, to reconcile the interests of all. And, most important, a program has been devised to get more productive results from a very valuable tool in our selling kit—the trade show.

Originally membership in the Council was limited to exhibitor-members only. Recently membership has been made available to show managers and display builders on an associate basis. This has considerably broadened the operating sphere of EAC, and has given it new opportunities to effect the understanding and coordination that makes for more efficient and successful show operation.

As a result of mutual cooperation, the advisory service rendered by EAC to exhibitors and show managers is generally understood and accepted



AMERICA'S LEADING LONG - DISTANCE MOVING ORGANIZATION

today. For, through the Council and their participation in it, they have had an opportunity to offer constructive criticism and suggestions that they might have witheld had exhibitors and show managers been obliged to deal directly with each other.

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Elimination of conflicting schedules, together with many corrective steps taken through EAC services, has brought actual dollar and cents returns to exhibit managers and convention hall owners. The confidence that has been restored in responsible exhibit management is beyond value, according to Mr. Uffleman.

Through the years, many exhibitors who did not believe in trade show programs, or were lukewarm, have come to appreciate their value through the Council's constructive work. Not only do they have a source of trade show information at their disposal, but they also have a wealth of experience and know-how upon which to draw.

In 1939 a permanent office for EAC was opened at 120 Greenwich Street, New York City. Work had grown to such proportions that it required adequate working space. Office of Executive Secretary is now held by Mrs. OEnone D. Negley, who joined the Council in January, 1939, as assistant executive secretary.

One of the great values of the Council's operation lies in the infinite number of intangible services that it renders daily to the trade show field. Every day show managers, advertisers, trade associations, exhibitors, display builders, and others concerned with exhibit problems, call upon the staff at New York headquarters for help and guidance on countless problems and policies.

In addition to the annual Trade Show Clinic, EAC offers many, regular services to its members and others in the exposition field. These services include: (1) Exhibits Attendance Audit Bureau, a new endeavor sponsored by the Council to aid show participants in gauging the value of show audiences; (2) A reliable list of shows for the current year which is released to members; (3) Confidential show reports prepared for members; (4) Pre-show and postshow surveys on specific events; (5) New bulletins on show activities sent to members periodically; (6) Confidential reports on a specific show prepared at the request of individual members; (7) Close liaison with other associations.

Over-all aim of the Council is to elevate the standards of trade shows and expositions. Its annual clinic is one of the big guns in its campaign.



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"Selling" Our Economic System Through Informal Employe Meetings

Weirton Steel Co. is bringing the hard facts of economics to every employe willing to learn what makes our system tick —and 97% of them are. All meetings are held on company time. Some are held at midnight for late-shift foremen.

It is generally accepted that most company-sponsored campaigns to sell America to Americans have come a cropper. They may have been sincerely inspired, but sincerity alone has never sold anything-particularly an economic system.

Rather than launch a crusade for greater appreciation of our economic way of life to all America, Weirton Steel Co. is selling our system right in its own home-to its executives, employes and soon its neighbors. With small discussion groups, directed by trained leaders, Weirton, a subsidiary of National Steel Corp., is bringing cold, hard facts of economics to every employe willing to learn what makes our system tick.

Not only is Weirton staging meetings to prove superiority of our brand of economics and how the company and its employes fit into the economic pattern, it's paying employes to attend. Voluntary attendance is on company time.

Thomas E. Millsop, president, and Ernest T. Weir, founder of Weir-

ton and chairman, National Steel Corp., are of the opinion that any training program for executives must include education in basic economics. They know that many of our country's cyclical woes can be corrected through a better understanding of our economic system, and conclude that a clearer picture of how a business system operates will help foremen, supervisory and administration people

on their jobs.
"We have a great responsibility keep employes and the public fully informed on economic facts of the steel industry-for if that industry doesn't grow, the country doesn't grow. Facts in our business represent facts in all businesses," declares Mr. Weir.

Development of a meeting program for a dramatic presentation of everyday facts on the interplay of economic forces was accomplished by Weirton's Industrial Relations Dept. and administered by the newly formed Division of Education and Training.

A cooperative relationship was

worked out with the Industrial Relations Center, University of Chicago, to aid in preparing and presenting the program. Twenty-four Weirton supervisory and administrative men took the conference leadership course at the University and returned with techniques of group leadership, to communicate the elements of economics to men in the plant.

Economic conferences were scheduled during regular working hours in cooperation with plant managers. In some instances, meetings were held at midnight to catch foremen on the late shift. Attendance, on a voluntary basis, attained an average of 97%.

Informal Conferences

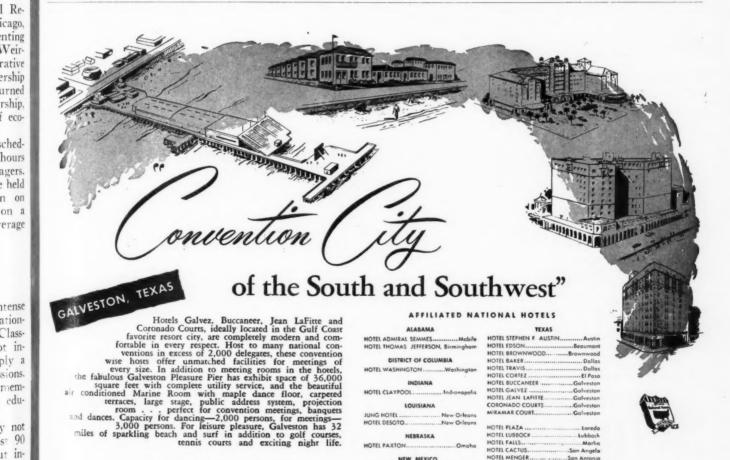
Meeting programs are not intense or emotional. All formal educational approaches are discarded. Classroom work or lectures are not in-Conferences are simply a series of informal group discussions. Complete participation by each member, in every discussion, is the educational program's heart.

Each group is small—usually not over 15 persons. Meetings last 90 minutes and are held daily, but individual groups meet no oftener than

once every other week.

The problem of engaging unin-





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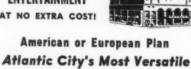
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formed participants in a discussion of economic forces and their relation to cause and effect is handled simply. A trained conference leader rephrases questions and problems in terms of the individual's daily experience so that the subject becomes not merely theory but a practical matter for analysis. Since discussions center around basic economics, this relating of production-distributionconsumption problems to the individual is eminently successful, for each man, as he earns, saves and spends money, becomes a party to our economic life.

Use Visual Aids

Reciprocal action between economic forces is made graphic for conference groups with visual aids. A new perspective is given conferees as they watch money, products and customers jockeyed into position on flannel boards. Multicolored symbols show the dynamic forces of our American business life in operation. Competition, the driving force of our economy, is represented by a boxing Accomplishments of American business system are told on flannel boards-designed and built by L. A. Whitney Displays-with colored blocks, arrows and circles comparing population, average education, work hours and new inventions. Development of raw materials and productivity of manpower are charted to illustrate the forces at work to raise our standard of living.

Visual aids allow conference participants, many for the first time, to understand the function and relationship between stockholders, company, customers and government. A replica of a factory is built on the flannel board in sections to represent assets and manpower (buildings, equipment, tools, operators, mechanics, management) and money that must go to each in replacement, supplies, wages and salaries. The factory roof represents special functions -sales, research, engineering, purchasing—with executive management over all. As the conference leader builds the factory, the group is prompted to ask questions on the relationship of the elements and the effect of an imbalance in any section of the "plant."

Classical supply and demand curves that appear in every economics text book are scrapped in favor of new symbols that hold more meaning and speed up comprehension. Opaque projectors, in addition to flannel boards, bring the elements of

our economy into focus.

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THE

BILOXI, MISSISSIPPI OVERLOOKING THE GULF OF MEXICO

To firmly fix conference discussions in participants' minds, booklets are distributed with replicas of colorful illumel-board presentations reproduced and significant points outlined. Booklets act as a reference to basic concepts and to the company's own economy. Many charts show Weirton's earnings, expenditures and development since 1906. Charts are pictorial and colorful. Benefits that accrue to employes, stockholders and customers are reproduced from flannel-board presentations.

Weirton knew it was on the right track as sessions progressed. As "mysteries" of our business system unfold, many employes indicate an interest to learn more about certain aspects of our economy. Supplemental material for outside reading is made available. Among the subjects stimulating further study by conferees are the Federal Reserve System, the Constitution and Bill of Rights.

Weirton's Economic Education Program was offered first to administrative and supervisory employes. When 90% of these employes indicated in a poll that meetings should be held for everyone at Weirton, the program was expanded. Plans were laid to conduct meetings for 10,000 employes—on company time.

While in-plant discussion groups are continued, Weirton plans to carry its economic education program to the

community—to business and professional groups—on a lecture basis. "Black light" charts are to be added to visual aid tools to further dramatize its program for "outsiders."

Weirton has neither pre-tested nor post-tested its economic education program. It is satisfied, on the basis of an opinion poll and general observations, that its two-fold objective has been attained. The two objectives are:

1. To create a "climate" wherein employer and employes can discuss problems of mutual interest openly.

2. To bring about a better understanding and appreciation of the American business system.

The economic conference program is not original with Weirton. It has been instituted by other companies, chambers of commerce, banks and citizens committees. E. I. du Pont de Nemours & Co., one of the originators of the program, sent Harold E. Himes to Weirton's plant. He demonstrated, to an executive management group, how our business system works. Weirton's program is based on Du Pont's presentation.

How important is the program to Weirton? Comments Mr. Weir: "The new basic economics program is one of the most important labormanagement things we have ever done." He urges everyone to "take it seriously."





YOUR GROUP WILL ENJOY IT IN

Jamaica

BRITISH WEST INDIES

For unique, unforgettable entertainments, dependably ideal weather at all seasons, and superb facilities for meetings up to 200, scenic Jamaica is the answer! TOWER ISLE's moderate American-plan rates, plus superior plane service (only 3 hours from U. S. A.) will attract a larger attendance. For folder and information, address Atlantic

International Hotel Service, Essex House, N. Y. 19, or 55 E. Washington St., Chicago 2.





Puttin' on the Dog

Fido has his day at a Union Bag & Paper Corp. exhibit. The display of four championship dogs ties in with the company's theme "Union Multiwall Bags—Choice of Champions." The exhibit brings to life Union's printed advertising featuring pedigree pups.

"Champions All," the canines, whose blue blood is emphasized by their winning ribbons on display, perform obedience tricks on a raised platform in front of their cages. They were groomed regularly by dog's best friend, a licensed American Kennel Club handler.

It was "doggone" successful as visitors couldn't resist stopping to pet the pups.

952

Nation-wide SHOW PRODUCERS



corporation

PACKAGE SHOWS . VARIETY SHOWS NAME ACTS • MOTION PICTURE STARS NAME BANDS . SMALL BANDS TV AND RADIO NAMES

Entertainment for All Occasions

NO BUDGET TOO SMALL OR TOO LARGE AGENCY REPRESENTATIVE WITH EACH SHOW

FOR AN IMMEDIATE PROPOSAL WITHOUT OBLIGATION CON-TACT OUR NEAREST OFFICE OR USE CONVENIENT FORM BELOW

HOLLYWOOD

Clyde Baldschun Hollywood Roosevelt Hotel Hemstead 7141

NEW YORK CITY

Lloyd LaBrie 1780 Broadway Columbus 57720

CHICAGO

Phil Levant 127 N. Dearborn State 27332

DAYTON, OHIO

Jim Venable 121 N. Main Michigan 9331

CLEVELAND

Cliff Myers 2153 W. 96th St. Olympic 10949

KANSAS CITY, MO.

Dave Bender 12th Walnut St. Bldg. Victor 3346

CLIP AND MAIL



Mr. Clyde Baldschun-McConkey Artists Corp. 7000 Hollywood, Hollywood 28, Calif.

Please rush me information on how your organization can help me with our entertainment problems-no obligation, of course.

.....PHONE

CITY ZONE STATE

ORGANIZATION

TYPE OF ENTERTAINMENT

DATE OF MEETING

Stunts to Spark **A Session**

A clearinghouse of ideas to add spice to your meetings

When a theme fails to develop for your sales meeting, here's a formula that offers variety and allows for imagination: Use a television-station log for your basic meeting schedule.

Take any station log and note the variety. It includes a drama show, quiz, news program, comedy, sports, educational program and films. Use each type of television program to present your material. You might start off with a news program to announce latest developments in your company. This might be followed with a quiz on the biggest sales problems in the field. A wrestling-match farce in which two wrestlers-appropriately named with your product's name and that of the competition-could lock in "combat" as an announcer describes the holds and techniques (product features) that make a winner.

Each segment of the meeting should be 10 minutes to a half hour, just as in a station log. A giant television set reproduction should frame the stage. The format of television programming permits every type of presentation and still adds a cohesion to your meeting. Station breaks, commercials and time signals should be included to round out your presenta-

To speed the development of friendliness and good cheer at a convention, Art Briese, popular banquet speaker, reports a novel welcoming stunt for large sales meetings and conventions. A hospitality committee is appointed to shake hands and offer a friendly greeting to everyone in attendance. To insure that no one is missed, a small metal clip-on pin is fastened onto the corner of the delegate's badge after he receives a warm welcome. Any delegate whose badge does not have the clip pin reading "Hospitality" is singled out for a greeting.

Mr. Briese suggests, too, that instead of handing a delegate his badge upon registering, someone - preferably an attractive hostess-pin it on his right lapel. (Everyone uses the left.) When the delegate shakes hands with other conventioneers or is being introduced in a mumble to strangers, his badge is directly before their eyes for easy reading without craning the neck-or worse-missing

the name entirely.



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1952

EXHIBIT DESIGNING section of the show received special attention from visitors who scrutinized samples of original sketches.



A SNEAK PREVIEW of a new Westinghouse display was shown. Exhibit tells the story of atomic energy in understandable terms.

First Show to Promote Trade Shows Sheds New Light for Exhibitors

Display builder uses 5,000 sq. ft. to show exhibitors what goes into creating an exhibit, how to plan show participation and how many jobs exhibits can do. More than a thousand came to see the three-day show in Pittsburgh.

Industrial exhibits have been used to promote—of all things—industrial exhibits. Believed to be a "first," Gardner, Robinson, Stierheim & Weis, Inc., display designers and builders, Pittsburgh, produced its own industrial show to further the entire exhibit industry.

Holding forth for three days in Pittsburgh's William. Penn Hotel, GRS&W showed 1,100 visitors, via three-dimensional displays, what goes into creating and building an exhibit and a dozen special uses. Visitors, during the three-day show, represented 192 industrial companies, advertising agencies, art services, publications and students of industrial art.

The show was designed to sell the medium, rather than GRS&W, and invitations went out to competitive exhibit builders in Pittsburgh as well as buyers of industrial displays. Sales and advertising executives were quick

to see the show's value and rushed back to their offices to bring their bosses. It was an opportunity for big brass in industry to see how their trade-show dollars are spent and how to better profit from the medium.

Three principals of an advertising agency took a short tour through the show and came back with the remaining 45 members of their staff. It was the first time they could see what three-dimensional displays can do, how they are planned and created.

Staff members of GRS&W conducted visitors through the show that covered an area of 5,000 sq. ft., included 14 separate exhibit units and 150 ft. of wall panels. The first panel to greet visitors, "Planning for Three-Dimensional Selling," listed six steps for effective trade show participation: (1) Select shows carefully; (2) Decide upon objective; (3) Select your exhibit counselor;

(4) Let your exhibit design radiate your company's character; (5) Select and train your exhibit personnel; (6) Plan and operate a follow-up program.

Among the impressive features was a panel depicting elements that go into the production of an industrial exhibit. Few exhibitors have ever had the 16 distinct services of an exhibit builder spelled out for them. Large circular photographic enlargements illustrated the panel. Dramatically showing the hands of technicians and craftsmen at work, the panel presented the display services: estimating, production, engineering, woodworking, printing, electrical, mechanical, model making, lettering, art production, photography, set-up inspection, packing cases, shipping, field service and storage.

A sneak preview of a new exhibit for Westinghouse Electric Corp.—planned for the State Fair of Texas—was given show visitors. "Story of the Atom," was created for Westinghouse in a large circular exhibit, 26 feet wide, featuring blacklight illustration throughout. The exhibit traces, in terms understood by the layman, development of astronomical measurement, early discoveries leading to the development of nuclear fission and presents a diagram of an atomic

ATLANTIC CITY, N. J.

MOVE Eacilities

Outstanding Facilities at Sensible Prices

If you plan to hold a convention or sales meeting in Atlantic City, it will pay to investigate the facilities at the Jefferson... Atlantic City's leading moderately pricad hotel. Famous for its excellent cuisine and outstanding facilities, the Jefferson's completely trained convention staff is your assurance of a most successful meeting.

UNEXCELLED LOCATION

 in the heart of the resort,
 convenient to railroad and
 bus terminal.

 BANQUET ROOM — seating 1230 persons.

 SEPARATE MEETING ROOMS accommodating 35 to 350 persons.

to 350 persons.

EXHIBIT SPACE of over 13,000 square feet.

 SOUNDPROOF, AIR-CON-DITIONED auditorium.

 468 COMFORTABLE ROOMS in the Jefferson and its sister hotels.

 EXPERIENCED STAFF to handle all details.

For complete details and information for future bookings, write, wire or telephone Charles A. Fetter, General Manager.



Jefferson Auditorium Atlantic City's Newest & Finest Completely Air Conditioned

Hard to Please?

Do you take what you get and like it, or do you shout out when you don't get what you want? We've got a big ear to listen to your shouts. Turn to page 63.

power plant. Fluorescent illustrations and copy panels produce a three-dimensional effect against the black background and add impact to the dramatic story of atomic power.

First public demonstration of a new color photography process, Spectachrome, was included in the show. Developed by Dramaturgy, Inc., Cleveland, the process makes blowups of color transparencies available in unlimited sizes. Lawrence Higgins, president, Dramaturgy, was on hand to explain how color control makes it possible to create or duplicate any hue in the giant transparencies. Ex-

pounded by a sledge hammer—activated by a simple animation device—and run through a transparent plastic box filled with water. By pressing a button, visitors could see a light go on while electrical connections were being hammered and immersed, proving the product's ruggedness.

A diorama, produced for Haugh & Keenan Co., movers, showed an endless chain of highway traffic moving along at realistic speed. Company trucks were included in the flowing traffic to indicate how its fleet traverses the nation's highways.

Specialized exhibits included a lit-



PRODUCT TESTS can be demonstrated effectively as shown by the Joy exhibit which dunks and pounds an electrical connection.



GIANT SWITCH BOX makes a dramatic sales meeting prop. Speakers remove oversize parts to demonstrate product features.

amples of transparencies in which color tones were changed to create emphasis on products were shown. With this process, transparencies of billboard size can be created without distortion of image, dot or pattern formation or sacrifice of color intensity.

Each group was accompanied by a guide who elaborated upon the material presented in panels and explained special uses and effects of the exhibits. Questions were encouraged so that each visitor could leave with a complete understanding of three-dimensional presentation fundamentals.

Each special use of exhibits was described with examples. Several animated displays were on hand to indicate the variety of effects that can be created with motion. How to test your product before a trade show audience was shown with a Joy Manufacturing Co., Pittsburgh, exhibit. Joy electrical connections were

erature display table created for Koppers Company, Inc., a traveling distributor-dealer display of forged iron hardware for McKinney Mfg. Co., and a giant safety switch for use in sales meetings. The Westinghouse switch box, four times actual size, operates authentically and has removable parts, created to scale, that can be taken out to show a meeting of salesmen how to demonstrate product features.

An example of a technical demonstrator, a new interest-stimulating selling tool, was put on display. Many variations and uses of a key inter-lock system—used for positive flow-control in manufacturing, to block off electrical circuits during maintenance work and other safety checks—are explained with this example of an operating-visualizer display. The show visitor could operate the display and see how a series of keys and locks could be strategically placed in a manufacturing plant to maintain





Designed and produced in cooperation with The Saturday Evening Post in a minimum of time. The Stensgaard Organization assisted with the installation and servicing of this display in many cities,

Another Success Story!

If you want Planning-Designing-Counseling-Production-

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Scheduling-

Field Service _ Call...

WLS EXHIBITS FOR SALES MEETINGS!

For over 20 years, WLS has assisted in the planning and execution of sales meetings in a most diversified classification of industry and

Large meetings...Small meetings...Meetings anywhere in the U.S.A.

Only recently WLS service was rendered to over 50 district sales meetings within 10 days throughout the U.S.A. for one client.

. L. STENSGAARD AND ASSOCIATES, INC.

346 North Justine St., Chicago, Illinois

Specialists in Merchandise Presentation . Displays . Exhibits

Dallas' Finest

Convention Hotel

KER

700 Rooms and Baths, completely modern, and air conditioned

- · Heart of Downtown Dallas
- Perfect Exhibit Space
- Numerous Meeting Rooms
- Comfortable Modern Coffee Shop





FENTON J. BAKER General Manager

SM/OCTOBER I, 1952

53

Miami Beach



Ideal facilities for large or small groups -- everything to make your next convention the best ever.

- ★ 26,000 hotel rooms
- * New, air-conditioned auditorium
- **★** Fine restaurants

\$4.55.50 TO TO THE BLANKS

- * Famous shopping centers
- * Delightful weather all year-'round
- * Plenty to see and do
- ★ Reduced convention rates in spring, summer and fall

For information, write: Tom F. Smith Dir. Convention and Publicity Bureaus City Hall, Miami Beach 39, Florida

THIS MESSAGE IS PREPARED AND PUBLISHED BY THE CITY GOVERNMENT OF MIAMI BEACH

SERVICES & FACILITIES

to assure the success of

Journal Journal

The Larlton

ATLANTIC

CITY

Phone 4-3051

Call or write the Sales Dept. for all the facts about this distinguished Hotel I

control over vital functions. Wiring behind the display, for those who peeked, looked like a small telephone exchange.

United Fuel Gas Co., Charleston, W. Va., was used as an example of how permanent display installations are planned. A large, colorful panel graphically presented the steps, from original conferences to transparencies of the finished job, required to design and build a permanent installation. Original rough sketches for the interview rooms of United's customer store were shown as well as finished sketches and blueprints for construction. Visitors were given step-by-step creation of display so that they could appreciate design and functional considerations that go into it.

siderations that go into it.

"We opened this show to customers, prospects, competitors—everyone interested in selling and advertising," said Harry Gardner, the "G" of GRS&W. "The show was designed to sell the exhibit medium rather than GRS&W. We know we'll get our share of business with greater understanding and increased use of three-dimensionals."

Almost 80% of the visitors represented companies with whom the display organization had done business. The show proved to be a valuable vehicle for cementing customer relations. It served as an industrial relations medium as well. A special night was set aside for employes of the display company to bring their families. For the first time Mom and the kids could see what Dad does.

Center of attraction at the show was Westinghouse's pantomime exhibit. The ordinarily dull story of industrial plant maintenance was made sparkling bright and interesting as five attractive pantomimists (female variety) told the story of Westinghouse replacement parts and service. The three-act pantomime show was put on dozens of times each day as each new group of visitors arrived.

The integrated design of the show medium's show caught the fancy of most visitors. One company offered to buy the display panels right off the floor for use at a convention. No one who spent the 40 minutes required to see the entire show left without taking along a greater appreciation of the displayman's art.

Invitations have been extended to GRS&W to take the show to other cities. Present plans call for a second show in Pittsburgh next year. Several other cities are being considered in addition.

From the formulating of plans for the show to the opening of the doors, it took little more than four weeks, according to C. J. Robinson, one of the firm's principals. Most work had to be done on overtime. "Had we added overhead, we couldn't have afforded it," says Mr. Robinson jokingly. "The show passed our fondest hopes. We need more shows like this in the display industry," he declares, "to educate sales and advertising people—even those now using the medium—to the vast selling potential inherent in three-dimensional exhibits."



HERE'S 2 EXCELLENT LOCATIONS

for your Trade Show—Sales Meetings—Conventions!

Your choice of two famous hotels on fine highways — The Cavalier at Virginia Beach on Ocean Highway — The Jefferson at Richmond, Virginia just two blocks off U. S. Highway No. 1.

Offering you every convention facility . . . handsome conference rooms . . . spacious auditoriums . . . public address system . . .

beautiful banquet and lovely guest rooms...delicious food... traditional hospitality and service ...plus something that makes every convention better — the prestige of

a nationallyknown, respected meeting place. Write for details!

CAVALIER-JEFFERSON
CORPORATION
Virginia Beach, Va.
Richmend, Va.
Sidney Banks, President

Convention Business

Sheraton Adopts "Blitz" As Sales Technique

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A new technique in hotel promotion is the "Blitz" approach developed by the Sheraton Corporation of America. In a few days of well-planned promotion, the Sheraton chain covers every conceivable source of business in a city.

A team of sales managers from Sheraton's convention hotels is first organized. An advance study is made of the hotel's potentials, the sales organization and local competition. A city is broken down into sections, streets and buildings, and each of these areas is thoroughly solicited.

During a Blitz, sales managers meet for breakfast and then make personal calls in their territories from 9 AM to 5 PM with many important clients entertained at luncheon. Sales kit contains floor plans of the hotel, hotel facilities outline, menus, department head list, rate sheet of all U. S. Sheraton hotels and credit-card applications, to name a few.

In the Detroit blitz, 1,660 calls were made in the metropolitan area by a blitz crew of 14 persons. A concentrated effort was made in the downtown area and all firms in all office buildings were contacted. Among those covered were city officials, banks, utilities, industrial companies, associations, and insurance

companies.

Each evening before dinner, another meeting is held and each sales manager reports on number of calls made, complaints and compliments received, number of credit-card applications signed, lists of traveling representatives and business booked—tentative or definite. Written reports on all calls are submitted to the hotel's general manager. After necessary notations have been made in his office, the reports are sent to the sales office, so that files may be made on all new accounts.

During the Blitz period, a complete inspection of the hotel is made. Recommendations for both operational and structural changes are made, and they receive immediate attention. These recommendations have included enlargement of sales office, reorganization of guest history department, redecoration of function rooms, installation of a new public address system, widening of driveway entrance and improvement of internal service and promotion.

During the Boston Blitz the direct mail campaign stressed banquet promotion, cocktail lounge innovations, dining rooms, Minute Chef (a type of quick-service restaurant now being developed in many Sheraton hotels), music and dancing, redecoration of rooms and suites and air-conditioned bedrooms. The mail lists are compiled from credit-card lists, a banquet list, the guest history list, lists of industries in the metropolitan area, teletype users and similar sources.

The files in the sales office are supplemented by new files made from blitz contacts. Plans are now underway to coordinate the function office files (at present handled individually) with those of the sales office to reduce duplication of effort.

Some of the points stressed in the Boston sales presentations are:

- 1. Are you using the Copley-Plaza?
- 2. Are you satisfied with the service, food and facilities?
 - 3. Convenient parking.4. Low-priced coffee shop.
 - 5. Oval Room (dining-dancing
- room)—policy for the winter season.
 6. Air-conditioned ballroom—banquet facilities.
- 7. Redecoration of rooms and
- 8. Have you a credit card?
- 9. Do you know of our teletype reservation service?

In Boston, it is certain that 50 functions, totalling over 4,000 persons, and 250 room reservations can be attributed directly to the blitz. All potential customers were offered credit-card privileges. Those who re-

HISTORIC

Williamsburg



A distinguished setting for meetings conferences, forums

For groups of 10 to 300 persons beautiful Williamsburg offers conference delegates and their families an opportunity of combining business with an enjoyable holiday in this uniquely restored community. Here, where great patriots proclaimed our American faith there is something of interest for everyone—tours through the Governor's Palace, the Capitol and other famous exhibition buildings, 18th century gardens, golf, tennis, cycling.

Fine cuisine, excellent accommodations and true Virginia hospitality contribute greatly to the success of every meeting held in Williamsburg.

Williamsburg Inn & Lodge

For descriptive booklet and information write: Grant M. Washburn, Williamsburg Inn, Williamsbury, Va. or call N. Y. Res Off., Circle 6-8896.

KAKAKAKAKAKA

WE HAVE THE

Size Staff Space Spirit Service



TO ASSURE A

Successful

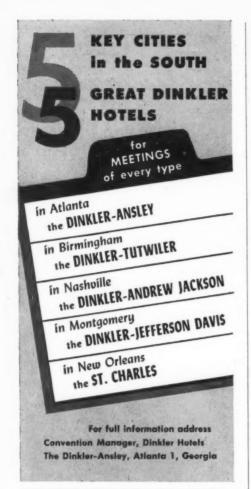
CONVENTION!
Information? Please write:

Mr. Shepard Henkin Director of Sales

HOTEL

GOVERNOR CLINTON

1200 outside rooms with bath, circulating ice water, Servidor and radio.
7th Ave. at 31st St. (Opposite Penn Station)
NEW YORK CITY





quested cards received them within two days; a total of 1,308 were issued. All contacts received a followup letter from the general manager that told who should be contacted with regard to private functions.

When sales managers visit other cities in the chain, they become more familiar with other Sheraton hotels and the outstanding characteristics of each city. Remarkable enthusiasm was developed, and this spirit has been reflected in subsequent sales.

Stop-Over Is Big Business to Reno

Stop-over and group business has grown to big business for Reno, according to Ray J. Kronemeyer, president of the Nevada Visitors Bureau. With the close cooperation of Carl O. Olsen, assistant general passenger agent, Southern Pacific Railroad, Mr. Kronemeyer brought organized groups to Reno and suggested stop-overs to convention delegates who plan to attend national and international conventions in San Francisco.

With the nucleus of the Berkley Bay Area Rotary trek to Reno, which had been a successful operation for several years, Messrs. Olsen and Kronemeyer contacted service clubs, fraternal organizations, trade associa-

tions and travel bureaus.

In addition to the Rotary Tour, there were four organized Tower Travel Bureau Ski Tours, the San Francisco Elks Snow Party and several other special groups who held sales meetings, which meant a total of 4,090 additional guest days for Reno through the cooperation of Mr. Olsen. His office also distributed general stop-over information which resulted in another 3,722 visitors on their way to San Francisco conventions stopping off at Reno for more than one day.

Match Books, Musical Group Sell Conventions

Match books, and some special facilities, do a selling job for the city of Sacramento in bringing conventions to California's capital.

The match books—stressing special features offered—are one product of the imagination of showman-Convention Bureau Manager Roy Clair, who has made them a vital part of his 20-year crusade to convince fraternal



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Hotel Morton

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Atlantic City

invites your inquiry
and inspection of our
facilities for entertaining your sales meeting
or conference.

A ground-floor room (with full stage) seating 1,000 other smaller rooms, ample dining and banquet facilities.

Three hundred rooms with bath— 500 feet from Steel Pier.

Costs will be extremely moderate.

Bell & Cope Ownership Management orders, business and trade groups and others that Sacramento is the place for their next convention.

Where others offer facts and figures about convention halls, hotel rooms, transportation conveniences and historic sites, Mr. Clair does all that plus adding a showman's topper: his "Sacramento Convention Ensemble" of 24 girls whose choral and instrumental concerts enliven convention proceedings. Mr. Clair has "loaned" the ensemble for conventions in San Francisco, calculating that any convention group hearing them away from home is apt to want to come to Sacramento to hear more.

Hotels Pooled for Larger Conventions

Three hotels in Miami Beach are pooling their facilities to offer a convention "package" to larger groups than they could handle individually. Within a stone's throw of the new Municipal Auditorium, the hotels can conveniently handle single conventions up to 600 persons.

Called the Auditorium Group, The Delano, Shelborne and Shore Club hotels include in their package over 500 bedrooms, 11 air-conditioned meeting and banquet rooms, cocktail lounges and swimming pools.

New Hall Expands West Coast Facilities

Another auditorium has been built to provide additional facilities for convention groups on the West Coast. The new auditorium in Richmond, Calif., was designed for flexibility, making it an ideal site where delegates can meet, be entertained and dine without leaving the building.

Planned for multiple use, the entire main floor can be tilted hydraulically from a main floor activity to a comfortable theater accommodation. An hydraulic cross-connected switchboard affords unlimited combinations of lights or colors. A portable board can be connected to this system. There is room for 1,000 cars and dressing rooms and showers for 100 people. Banquet facilities can serve up to 1,000 persons.

For trade shows, the Auditorium offers 20,000 square feet of display area Small meeting groups from 50 to 300 persons can be accommodated in one of the seven terrace rooms—each room has its own outside en-

trance,

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952



Hospitality

with the velvet touch

For a conference in the grand manner choose the Savoy-Plaza. Located in the heart of New York's smart east side, the Savoy-Plaza will give your conference an atmosphere of charm and good taste. Yet it's only a few minutes from the midtown business district.

Its luxurious conference meeting rooms and suites can accommodate up to 700 people.

Write to the Director of Sales.

SAVOY-PLAZA

Fifth Ave. at 58th St., New York 22, N. Y.

plan your next convention for...

havana

and begin it aboard the S.S. Florida

Combine your Havana meeting with a delightful overnight cruise aboard the 500-passenger Florida. Wonderful for an extension to your Miami - Miami Beach convention, tod. Round-trip includes 4 meals at sea, stateroom accommodations, entertainment and dancing. \$44 plus taxes. For Convention Folder, write:



newly air conditioned dining saloon



P. & O. S. S. CO., P. O. BOX 479, JACKSONVILLE, FLA.

M I A M I • H A V A N A

. The House is YOURS

MORAINE ON THE LAKE HOTEL

in HIGHLAND PARK, Illinois

is of Georgian design, rambling over 21 acres of beautifully landscaped ravine woodland on the water front of Lake Michigan.

Designed for conventions, where public spaces are light, airy, acoustically perfect and stocked with luxurious armchairs for utmost comfort... no charge for public spaces.

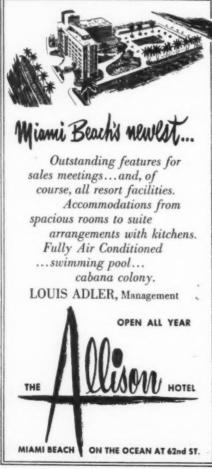
Meals are served efficiently and priced sensibly.

Perfectly situated to allow your group utmost freedom without nearby distractions.

We invite your inquiry or a personal call at any time.

Address your inquiry to Mr. J. J. Reingold, Owner







AT CONVENTIONS, fairs or universities dioramas get and hold attention.

Impact at 3c Apiece

Operating Diorama is just as effective in bringing Alcoa's product story to architects and engineers as it is to the general public at state fairs. Exhibit is booked into 1953.

For the price of a 3c postage stamp, Aluminum Company of America has put an exhibit salesman on the road to present the story of aluminum irrigation pipe and portable sprinkler irri-

gation systems.

The difficulty Alcoa had previously encountered consisted, as it does for many companies, of preparing new exhibits every time a convention, state or county fair was held. In each case the audience was certain to be so different that available materials could scarcely be used economically or with the best effect.

Ralph Hoy, Alcoa's educational manager in charge of movies and exhibits, determined to make one exhibit do many jobs. Costs averaged about 3c per person viewing the exhibit.

The exhibit itself contains a maximum of realistic action with descriptive sound tapes synchronized to action. A diorama built to ½" scale to fit into a 10-foot display area and capable of being carried through three-feet wide doorways in sections did the trick.

The irrigation diorama shows a modern ranch with nine miniature irrigation revolving sprinklers placing water on simulated crops. A tractor works a field in the foreground, older children play in a pool, younger farm children teeter on a board and a rancher walks through a pasture on which beef cattle graze. As light recedes from the diorama, the audience is "invited to a motion picture" in a miniature drive-in theater. "Right As Rain," an informative, dignified and yet hard-hitting promotion movie, is shown. Its popularity is indicated by the fact that 160 prints have been completely booked. In addition, the movie now holds a coveted Blue Ribbon award for industrial movies.

The irrigation exhibit has been shown by invitation for one week sessions at Michigan State University. University of Illinois, New York State School of Agriculture, University of Maine, Cornell University, University of Arkansas, University of Mississippi, and University of California. This display has won first place at the State Fair of California and was the theme unit of Alcoa's display at the State Fair of Texas. The company was invited to show the movie at the National Fat Stock Show, Denver, and at the National Vegetable Growers Show, Cleveland. It is now booked through early 1953 for similar appearances.

Visuals Clinic

New audi-visual techniques and products to aid convention and meeting planners

Filmstrip Vs. Slides

While we appreciate the value of visual presentation, we don't have a budget earmarked for meetings. With both cost and effectiveness in mind, what are the relative merits of slides and filmstrips?

The comparative characteristics and merits of filmstrips and 2x2 slides are these:

In a filmstrip, the sequence of the pictures is set. In slides, the sequence can be varied, or certain slides can be eliminated or supplanted. Additional slides can be added at any point in the sequence.

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Filmstrips can be projected with a minimum of efforts and care. Once the film is properly threaded in the projector, turning the knob or pressing the button brings the next frame into place accurately and almost instantaneously. With slides, the series should be checked before each presentation to be sure that all slides are in sequence, right side up and not reversed. In most slide projectors, the slides have to be fed into the holder one at a time and then pushed or rotated into screening position; this increases the work and responsibility of the operator. Movement of slides when the frame is changed is slow, visible on the screen and sometimes distracting to the audience.

Filmstrips are less expensive than slides. The filmstrip frame is one half the size of the slide frame; consequently, slides take twice as much film. Furthermore, slides have to be mounted with the cost of mounts and labor added to the cost of film. This cost and the time required for mounting can be important factors when many duplicate sets are required.

Flmstrips are light in weight and small in bulk. Slides are quite heavy when mounted in glass and take up much more space, particularly if they are filed in slotted slide boxes—another item of expense. Glass-mounted slides are subject to breakage; without glass they are easily soiled and abraded.

Finally, filmstrips can be shown with synchronized sound on combina-

tion sound projectors which are made for this purpose. Some automatic slide projectors are on the market, but sound can be coupled to them only by using an additional machine and a special electrical connection.

You can cut down expenses by properly preparing material to be used in the visuals. A booklet on how to prepare your own material for slides and filmstrips is offered free by Training Films, Inc., 150 West 54th St., New York 19, N. Y.

Won't Use Visuals

What do you do with speakers who don't want to use visual aids? We send our top salesmen—most of them are quite good on a platform—to speak to salesmen at meetings held by our jobbers. Our presentation at these meetings includes a series of flopover charts which are colorful, and we believe, effective. However, we find that our salesmen prefer to leave the charts in their cars when making a speech. What should we do about the situation?

Your problem is a slight twist on an old one: salesmen who never use the expensive catalogs and presentations designed to aid them in their work. There are two reasons why a salesman won't use an elaborate presentation—or charts for his talk: (1) He hasn't been shown exactly how to use it; (2) The material does not help him when he uses it.

Assuming charts are well prepared—contain important points only and not the whole story—you have four basic hints to give salesmen to aid in their use of charts:

1. Keep charts in front of you when you speak. It eliminates the tendency to turn your back to the audience when pointing to something on the chart.

2. With the chart in front, you can write on the back of each chart in bold letters which are unseen to the audience. Copy on the chart can be duplicated on the back of each sheet or the entire talk can be lettered on the back.

3. Keep charts high. In most meetings where the speaker does not stand

did your *last meeting* lay an EGG?

It happens — you know. And if it wasn't your *last* meeting, perhaps it was the one before last.

But you can go a long way toward insuring the success of your meetings by making sure you are using the right visual aids.

The next time you plan a meeting be sure to consult the Florez Incorporated Check-Chart of Audio-Visual Media.

It covers fifteen kinds of media and all the important meeting factors.

By consulting the chart you can tell at a glance which combination of media is best for YOUR meeting.

Send for your free copy of the Check-Chart NOW. It may well be the most important step you've ever taken toward improving your meetings.

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on a platform, the second and third rows in the audience will not be able to read an eye-level chart. Make sure there is sufficient lighting on them.

4. Rehearse your presentation. Unless you practice speaking and using charts together, your performance will be clumsy.

Number four is the key to the problem of reluctance to use visuals. When speakers are shown how, and practice using visuals, they gain confidence. The first time a salesman uses a visual presentation and finds it embarrassing, you can bet he won't

rush to use it again.

New Slide Projector

Projecting pictures of a size and brilliancy comparable to large-screen theater projection, a high-intensity arc slide projector, that accommodates 2" x 2", 3½" x 4" and 4" x 5" slides, has just been developed by The Strong Electric Corp., Toledo.

This new projector is ideal for auditoriums and rooms where there is



difficulty in darkening. Meetings may be held in large rooms that cannot be effectively darkened and sizable pictures projected for the purpose of illustrating talks.

As compared to the yellow light of the Mazda, heretofore relied upon for slide projection, this arc projects a snow-white light that gives the picture brilliancy and sparkle. To obtain a power supply, you plug into any 110-volt A.C. outlet.

Length of the projector is 78 inches and adjustable legs permit establishment of the optical center at a height of from 36 to 55 inches. A projection angle of as much as 27°

downward and of 10° upward is atforded.

Filmstrip Projector

A projector that can project from five to as many as 500 different pictures—on a 16 mm. film strip—one frame at a time, automatically on its



self-enclosed screen, is now offered by Adslide Projector Co.

Continuous automatic operation makes it a good display unit for convention booths and lobbies where you just set it and forget it. It is designed with its own cooling system to make it constantly cool to the touch.

Perfect visibility in daylight or lighted rooms is assured by a built-in light shield that shades the screen.

Add Sound to Film

Bell & Howell Co. has developed a new system for converting existing silent film into sound motion pictures. It permits the magnetic recording and playback of sound directly on standard silent film, perforated along both of its edges instead of along only one edge, heretofore required to provide sufficient space for the magnetic sound track,

Silent film exposed in all types of 16mm motion picture cameras (both magazine and roll film) can now be striped for magnetic sound where previously only a limited number of cameras that would handle single perforated film could be used.

The 12½c cost per foot of copying a single 12-minute silent color movie on the special type of film has been cut to 3½c per film foot by Bell & Howell.

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SAME TECHNIQUES are still selling today.

Sweetening the Meeting Diet Makes Education More Palatable

BY ROBERT D. BRETH . Management Consultant

People like to be informed about things they "want" to know, but not necessarily about what they "ought" to know. No one medium is adequate to cope with the problem of communications. You use variety to get results.

Once upon a time, before the days of mass transportation and communications, the American system of distributing certain goods depended largely upon the medicine show—a miniature extravaganza complete with skillful and gaudily-bedecked barker (salesman), music and drama of sorts, and a product demonstration and display.

That this distribution process sold goods is history.

Today, this same principle is still selling the bulk of America's consum-

er goods and services. It is used in television, radio, newspaper, magazine and other mass forms of advertising. It is used in sales training, sales meetings and sales presentations.

What is the principle? You need entertainment to attract and hold an audience in order to educate and inform them, particularly when they don't necessarily want to become educated and informed. In this context, "entertainment" means any device by which the attention and interest of a group can be attracted and held—

long enough and well enough to absorb education and information. In another sense, it is any device that can be used to supplement the spoken or written words as a means of communication. In still another sense, it is the application of audio-visual aids to human relations and communications.

The problem of communications in industry is gradually coming into focus after several years of intensive study and analysis. A major portion of the problem is this: Employes, stockholders and customers need to understand and appreciate more production and marketing facts if management is to carry on its function more effectively.

In trying to solve the marketing problem of exposing salesmen, dealers and customers to education and information, educators find several unpleasant but hard facts emerge: (1) People generally do not want to be-

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Convenient to railroad terminals

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> Your Host, Jack Goodwin

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come more educated. (2) They like to be informed about things they "want" to know, but not necessarily about what they "ought" to know. (3) No one medium is adequate to cope with the entire problem of communications.

Absorb More

An important fact about communications that ought to be known better—and isn't—is this: When education and information are blended with entertainment, people will absorb both more readily. This was established by the traveling medicine show of yesteryear and has been confirmed by the television variety show of today. A new fact? No, but its application to communications with employes, customers and stockholders is just beginning to be understood and appreciated.

As a consultant specializing in communications, I have often encountered this problem of blending education, information and entertainment into a practical communications program. But the opportunity to study its effects under controlled conditions is rare, as clients look for results and not experiments to prove theory.

However, the opportunity for the careful study of effects presented itself when I accepted an invitation by Lehigh University, Bethlehem, Pa., to originate an experimental course, "Communications in Industry," as a component of the Journalism and Business School curricula. This opportunity offered several unique possibilities in the study of the effect of blending entertainment with education and information:

1. The class had no preconceptions of what the course would be. Hence, whatever I did could not be anticipated so as to affect normal reactions.

2. The group was finite and fairly homogeneous. A few of the 20 students were majoring in Journalism, the remainder in Business Administration. All were seniors or high-ranking juniors.

3. The 15 weekly sessions covered enough time to apply several types of "entertainment" techniques.

4. I not only had the opportunity to "preach" but to practice what I preached.

The experiment worked. More than twice as many students clamored for the course the second semester as were induced to register for the first. The word was quickly spread that in this course you could not only acquire knowledge but also *enjoy* the education process. While this evidence

would show that the course was successful and passed quickly from the experimental to the positive, it does not throw any light on how entertainment was blended with education and information.

How it was blended is revealed in a student opinion and attitude survey conducted (as part of the course) at the end of the course. This survey was conducted with both the 1951 and 1952 classes so that a comparative report is possible. The following responses and interpretation offer proof of the value of entertainment in educating and informing:

Did the instructional methods used in this course make it easy to understand?

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Yes												18	20
No .				٠			٠		*			3	0
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Total				٠	,							21	20

If "yes", name methods that helped you most.

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Methods Named This Year Last Year

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Visual Aids13*	U
Carefully prepared	
lectures and outlines 6	8
Use of Examples 5	4
Field Trip 5*	0
Guest Speakers 4*	0
Class Participation, Skits,	
Role-Playing 4	2
Informal Method of	
Instruction 3	2
Kommunications Kwiz 2	3
Open Class Discussions. 2	3
Outline Chart of Media 2*	0
Written Exercises 2*	0
Objective Measurements . 0	3
Practical Approach 1	0
Ways to Improve Media 0	1
_	
Totals49	26

* Not used in original 1951 course.

The question of "methods that helped you most" had particular significance as it sought to determine the correctness of two premises: (1) Whether entertainment (i.e. visual aids, class participation, role-playing, actual examples, guest speakers, etc.), could be applied successfully to a pioneer, educational venture in promulgating a better understanding of the mechanics of communications; and (2) whether the principles applied successfully in industry could be used with equal effectiveness in the educational field.

Positive answers to both questions are apparent here. Last year, with a minimum of entertainment (from the industrial viewpoint), class response

to instructional methods used was gratifying. Twenty students singled out eight distinct methods for a total of 26 mentions.

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This year only 18 out of 21 students answered the question affirmatively, but they singled out 12 methods for a total of 49 mentions-the increase roughly corresponding to new methods added or improvement of old methods used-visual aids, field trip, guest speakers and outline chart of media.

This would seem to prove that even when people presumably want to be educated and informed-which is not generally the case in industrythey will still react more readily to a mixture of education, information and entertainment than they will to a straight diet of education.

What were the instructional methods used that blended entertainment with education and information? The same type of material that progressive sales and advertising managers, or training directors are using or should use, as these specifics will show:

1. Display cards as lecture illustra-

2. Having the class draw visual representations of certain lectures.

3. Role-playing sessions in which the students held conferences, group meetings and panel discussions.

4. A field trip to the Bethlehem Steel Co. for observation of the use of exhibits, animated displays, movies,

advertising and a guided tour as communications media.

5. Field work: Writing a report on the condition and effectiveness of the bulletin boards used by the University.

6. Samples of various types of internal and external company publications, handbooks and manuals.

7. Kommunications Kwiz: A simulated radio quiz program, complete with categories, contestants, scores and prizes (replacing the usual written mid-term exam).

8. Guest speakers: Entire communications committee of Atlantic Refining Co. took over one session in a question and answer discussion.

9. Blackboard demonstration of simplified financial reporting and economic education.

10. Class participation in opinion

and attitude survey.

What is the significance of this course and its combination educationinformation-entertainment instructional methods, in the light of modernday business and living conditions? To the discerning eye there are several conclusions that can be drawn.

From the viewpoint of collegiate education, it indicates that even when people presumably want to be educated and informed, they will react to the process more favorably by mixing a little entertainment into the usual dry-as-dust classroom atmosphere. It indicates that lecture-type meetings and conferences do not make it as easy as possible for the assimilation of facts.

From the viewpoint of human relations in business and industry, it highlights the only way in which groups of people-whether they be employes, stockholders or customers - can be educated and informed when they are not anxious to be.

Management loses its first round in the struggle for the hearts and minds of its marketing personnel for several good reasons:

1. It assumes that its salesmen and representatives feel the same way about its products and policies as management.

2. It assumes that no real competition exists for its representatives' minds - ignoring the daily pressures on its employes from many outside

3. It assumes that salesmen and representatives want to do things just as management wants them to.

All of this adds up to management's great selling job to its own "family"—selling its ideas and policies. This education and information process can be sweetened only with entertainment.

As an anonymous motion picture executive once said:

"People will pay a dollar for a dime's worth of entertainment, but they won't pay a dime for a dollar's worth of education."

Are We Going In Your Direction?

(Editors sit up nights to make SALES MEETINGS of greater service to you. Now's your chance to tell us how close we come to being of genuine assistance.)



Are You a Plunger?

Do you plunge right into the first page and go straight through? Yes; No; Or do you skip to articles on meeting techniques? Yes; No; Or prefer articles on exhibiting techniques? Yes flag; No.

Are You a Thumber?

Do you thumb through the Exhibitor's Calendar to see shows slated for your industry? Yes; No; Consult the Calendar to check on a show once in a while only? Yes; No; Or find the Calendar of no use at all? Yes; No

Are You a Collector?

Do you clip out and collect pet articles or special items? Yes; No; Do you pass them on to associates? Yes; No; Or do you pass on the entire issue? Yes; No

Are You Hard to Please?

Do you find these departments interesting or helpful?

Some Helpful Interest Interest

Exhibit Clinic, p. 64 Stunts to Spark a Session, p. 50 Visuals Clinic. Products for Planners, p. 23

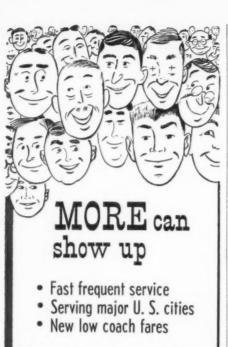
Here's Your Chance to Really Let Go:

SALES MEETINGS has become more interest ing . . . You've just about held your own . . .

Sorry to tell you-but you're slipping You never really got off the ground . . .



Thanks. Sign your name, title and company on the margin-or not-just as you prefer. Return to: The Editor, SALES MEET:NGS, 1200 Land Title Bldg., Philadelphia 10, Pa.





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BY D. I. SPLAY

How to Budget

In the past, when preparing to exhibit at a trade show, I have set the budget at a figure that would be least likely to raise evebrows when it went up for final okay. In other words, I've tried to spend as much as I could on an exhibit without being challenged from above. This, of course, means working from a very conservative budget.

Now, I'd like to do a better job at the two or three shows in which we participate. I know that I'll have to explain any increase in budget, so I'd like some help. Exactly how do you arrive at an exhibit budget that will stand up under close scrutiny?

Your problem is not uncommon. Many sales and advertising executives work with smaller budgets for exhibits than they should rather than attempt to justify expenditures.

There are 13 considerations in preparing an exhibit budget for a show. These 13 can be expanded or condensed, depending on the importance you might place on each point. While these points do not tell you how much to spend, they do show you what you are spending your money for. Not only will these points help you to plan a budget, they will indicate the value of a particular show to your sales program.

I. What is the character of the show? Is it national or regional? Does it represent an entire industry, part of an industry or does it cover horizontally many industries?

2. How many attend the show? 3. Who attends the show? Are they technical men, top executives, purchasing agents, wholesalers, dealers? What type and calibre of visitor can you expect to see at the show?

4. How many of those who attend the show are potential customers? Are the visitors the individuals who do the buying or influence buying? Are the companies who send representatives to the show the firms that are your best potential customers?

5. Who exhibits at the show? Do direct competitors exhibit? Does the calibre of companies exhibiting represent the best in your industry?

6. What story do you have to tell? Is it a quick message you want to get across or do you have to do an intensive selling job? Are you introducing a new product, showing new uses for an old one or showing improvements of an old one?

7. How much are you willing to pay for each prospect inquiry? What is your current cost for each inquiry in other media?

8. What tone do you want for your exhibit? Does your company's standing in the field require something special in size, elegance or novelty? Do you want a conservative

tone or modern, fresh approach? 9. How many times do you plan to use the exhibit? Can its basic features be used again? Does it have

10. What would it cost to refurbish and change the exhibit for additional use?

II. How much space do you need to handle visitors adequately? Are visitors required to spend time in the booth to absorb the story and hence require more seating area? Do you have large equipment to display? Is the space large enough in keeping with your company's position in the industry

12. What are the additional costs to consider? How many electrical outlets, water, air or steam outlets are required. How much labor will be needed to erect and dismantle the exhibit? What will it cost to crate and ship the exhibit?

13. How important is the show to you? Do your customers expect you to be there? Is it your industry's most important event?

You may find it difficult to answer all these questions completely. Unfortunately all show managers do not supply adequate registration information from which you can make an analysis of customer potential.

Your exhibit builder can supply

answers to many of these questions and is in the best position to aid in your budgeting.

One of the key questions is number seven: What value does your company place on an inquiry from a prospect? By estimating the number and calibre of visitors you can expect to attract to a well-designed booth, you can place a dollar and cents approximation of the show's worth. This acts as a general guide in estimating

how much you should budget. Costs to maintain personnel and entertainment of customers at the show are not included in your exhibit budget. The exhibit budget should he limited strictly to the physical aspect of participating in a show. Personnel expenses may be added to the exhibit budget after it is prepared depending on how salesmen's expenses are charged in your accounting sys-

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Our products are not photogenic or particularly interesting to look at because they are partly processed raw materials. With little drama inherent in the products on display, we are considering some sort of a contest to attract people to our booth. What do you think of guessing contests to attract visitors?

The majority of contests sponsored by exhibitors at trade shows are poorly conceived. Guessing contests generally are the worst. Even if you sell beans, asking visitors to guess the number of beans in a bowl doesn't further your sales story.

For a contest to be effective at a trade show it must be part of your sales presentation. It must point up a feature of your product or your sales message. It must help the visitor identify the company or its product.

While guessing contests are seldom good, some of them do fill the requirements of effective attractions. If the light weight of your product is an important feature, a contest to guess the weight of comparable objects could help point out this feature. If long life is a feature you would like to stress, a guessing contest as to how long it will last under certain conditions may be effective.

Contests that involve drawings are least effective. If visitors have to wait until the show is about over to learn whether their guesses are right, the effect of your message is lost. It is better to award small prizes (objects that the in with your product or message) often. This gives you an opportunity to point out the feature -

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2" x 2", 31/4" x 4" and 4" x 5" slides particularly where there is difficulty in darkening the room.

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whether it is long life, light weight or something else—everytime you award a prize.

Most contests that involve a drawing are used with the idea of acquiring a mailing list. If this is your objective, you can use any type of contest with equal results. Visitors will register for any interesting game.

Contests that involve skill usually attract better attendance than straight

guessing contests. Another important feature of skill contests is that you have an opportunity to engage the contestants in conversation and can draw them off after the contest to probe for prospects. Guessing contests that involve filling out a card with an answer mean visitors fill out cards drop them in a box and walk away. These visitors seldom stay to talk to booth personnel because they

are interested solely in the prize offered. In many instances they can't remember the name of the company nor the product five minutes after filling out the card.

Some states and cities outlaw guessing games. Before you plan one, make sure the city in which the show is to be staged permits them. It could prove embarrassing to have your exhibit theme spiked at the last minute.

Here is an example of an effective exhibit contest for a manufacturer of a product in a plastic case. To prove the durability of the product's casing, the exhibitor sets up a target range with the product as target. The visitor is given three baseballs to throw at the target. If he hits it three times he wins a small prize (a small tool that might be used with the product). If he breaks the casing, he gets the product (undamaged) shipped to his home free.

These are questions to ask yourself in planning a contest: Does the contest tie in with the product? Does it point out a product feature? Does it tie in with your message? Will the prize be retained? Does the prize tie in with the product or message? Does your contest keep visitors in the booth long enough for personnel to engage them in conversation? Does the contest have novelty?

Location Importance

When we plan to exhibit in a show, we are extremely careful in the selection of our booth space. Perhaps we have made a fetish of space selection in our company — especially when our display builder and some show manager tell us that space selection is not too important. Is it worth all the bother (and battling) to get a specific space on the floor? Does it really make much difference?

Yes, it makes a difference where your booth is. How much difference it makes depends on many factors.

There are many opinions on space selection. Each opinion, however, must be weighed with due deference to the background of the individual expressing it. Show managers, generally, will tend to discount the importance of space selection. (They have to sell the whole show, not just the booths in front of the show entrance.) Some display builders, too, do not hold too highly the importance of space selection. (A well-designed booth, geared to the audience, will succeed in almost any space, they say.)

On the opposite side of the fence are the exhibitors who pull out of

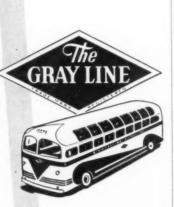
Specialists in convention

RANSPORTATION

• Turn over your convention transportation worries to Gray Line—experts with long experience in the field—equipped to serve you in important cities throughout America. Give them the problem of furnishing transportation between hotels and convention headquarters. Ask about special charters, sightseeing for conventioneers and their wives.

For personal consultation and service write Harry J. Dooley, President

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Conference and Banquet Rooms for 12 to 1200 . . . 2 exhibit halls . . . all on two adjoining floors, air-conditioned. 800 outside rooms. Garage in hotel. 400 additional outside rooms in

our modern Terrace Plaza . . . conference rooms for 10 to 100— all air-conditioned. Famous Gourmet Restaurant.

Mary Hesse Sales Mgr.

John G. Horsman, Gen. Mgr.

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NETHERLAND PLAZA

66

shows when they consider their booth locations poor. These exhibitors want multiple exposure—they want each visitor to be able to pass their booths several times, increasing the likelihood of stopping in. Hence, they seek space in center aisles and near the entrance.

Often, exhibitors prefer booths near companies that normally attract large crowds. (Thousands of doctors -many in the \$25,000-a-year salary bracket-will stand in line at a medical show for 15 or 20 minutes to receive a free package of cigarettes in a plastic case worth no more than five cents.) When an exhibit is next to a cigarette booth at a medical show, it is assured heavy traffic in its vicinity.

Diversity of Opinion

There are two opinions among exhibitors inclined toward special booth location. One holds that location is important at large expositions and particularly important at small shows, while another holds that the importance of location at a small show is

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"We do not feel that booth location is of primary importance-with, of course, several exceptions," says George M. Rowland, Jr., vice president, Gardner Displays, Pittsburgh. 'The booth should not be in a culde-sac and it must be where traffic is subjected to a client's product without inconvenience. In a four-floor show it is obvious that the first floor is most preferable although, if the client's product is a specialty item that is being featured on the second, third or fourth floor, then, obviously, he wants to be with his colleagues and competitors."

In most instances, points out Mr. Rowland, exhibit designers know the idiosyncrasies of convention halls throughout the country and know which way the traffic normally flows. The booth can be designed to take advantage of the on-coming traffic flow whether it be from the left or

right.

P. H. Grunnaple, Westinghouse Electric Corp., emphasizes that space selection should be regulated by the kind of space used: aisles on three sides, island display, aisles on two sides, etc. He points out, too, that show management often assigns space for the benefit of an entire exposition. In a long narrow building, management might place one or more of the most interesting exhibits at the far end of the hall to draw attendance through the entire show. Some shows group competitors and in others the competitors are separated.

Show Determining Factor

The show, itself, determines the importance of space selection, declares Belmont Corn, Jr., The Displayers, Inc., New York. "We have generally found that in those trade shows attended by technical men of a particular industry, booth location is of only secondary importance. The seriousness of spectator approach at these shows being unquestioned, we have found that most of the important visitors, from the exhibitors' standpoint, will make certain to cover the entire show from front to rear. For obvious reasons, we have eliminated booths badly concealed by structural details such as giant columns, small alcoves, etc."

Consumer shows or non-technical trade shows, says Mr. Corn, present a different picture. Here, position is of greater importance and special inducements must be made to attract a greater number of visitors. Main aisles that lead to and from lecture halls, main entrances and refreshment areas are more desirable than the rest of the exhibit space. "Corner booths are of greater value than or-

MAKE YOUR NEXT CONVENTION YOUR

Whether you are holding a national, regional or district convention, a sales meeting or any other type of group get-together, you can't pick a better meeting place than one of these big Great Lakes Cruise ships—the S.S. North American or the S.S. South American. Available on special charter for groups of 100 to 500 during May, June and September. Smaller groups carried during July and August. Write TODAY for special literature and start NOW to plan your most successful convention.

Convention

GREAT LAKES CONVENTION CRUISE



SUCCESSFUL

BETTER ATTENDANCE peals to every delegate. Everyone likes to travel.

- GREATER ACCOMPLISHMENT ... Maximum attendance at meetings. No outside distractions.
- MORE INTEREST . . . New places, new scenes, sightseeing, entertainment, rest, relaxation—PLUS features for about same cost as shore convention.
- FRIENDLIER ATMOSPHERE Delegates kept together. Become better acquainted.
- CONVENIENCE . . . Spacious ball-room, excellent dining facilities, well-appointed bedrooms and cabins, lounges, verandah cafe, barber shop, beauty salon, cock-tail lounge. 176 crew members at your service.
- ENTHUSIASM . . . Deck sports, sun bathing, dancing, sightseeing, fine food, outstanding service.
- LOW COST . . . One fee for each delegate includes outside room, meals, entertainment and transportation. Orchestra and meeting rooms included at no extra cost.

Write TODAY to: GEORGIAN BAY LINE

N. L. Chinnock Foot of Woodward Ave. Detroit 26, Michigan

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A. A. Anderson 111 Union Depot Duluth 2. Minn.





dinary aisle spaces and size of space also plays a prominent part in this type of show," he contends.

Pointing out the contradictory opinions of exhibitors, Mr. Corn declares: "Some exhibitors find it is important to know who their neighbors are because they want to be near a particular exhibitor, or be at least several hundred feet away from another." Some small exhibitors want to be away from big exhibitors and other small exhibitors want to be near the large one.

No Rule of Thumb

Many influencing factors enter into the value of any particular exhibit space in relation to the success of the exhibit. No theorem or easy rule of thumb will hold in every case. For every instance that an exhibit can be declared a success because large space was used on the center aisle at the entrance to the show, another success story can be shown by a small exhibitor who had a booth next to the far corner on the second floor of the show.

In selecting space, one of the minor points that sometimes assumes major importance is the exposition hall itself: its lighting, ventilation, freight entrances, etc.

One show manager summarizes the space problem thusly: "Your location is mighty important if you have little new or interesting to exhibit; you need space right at the door in the hope that visitors will pass you often enough to finally stop. On the other hand, you can hide in the corner with a revolutionary new product and the visitors will literally beat a path to your door.

"In between the extremes, an attractive booth in a show that is basically sound normally can be expected to enjoy maximum success almost anywhere on the floor."

Having offered the most widely held opinions, what facts stand out as indisputable?

- 1. Some exhibit areas are better than others.
- 2. Some exhibits normally draw heavy traffic.
- 3. Success stories have been recorded from "bad spots."
 - 4. Shows and audiences differ.

Assigning of Space

Because show managers recognize that some booth spaces in their floor plans are more desirable than others, they have devised many methods of assigning exhibitors to "premium" spots. Oldest exhibitors in the show are sometimes given first choice of the

SUCCESSFUL CONVENTIONS

We specialize in them. Meet here, where the atmosphere and facilities will help you get things done. Numerous charming meeting rooms, from the St. Denis Room-seating 400-to smaller ones for groups of 25 to 100. Make luxurious, modern Hotel Dennis your base of operations for enjoying all the pleasures this peerless resort affords. We're just three minutes up the Boardwalk from Convention Hall. Write today for full information and our convention brochure. Or telephone your reservations to Atlantic City 4-8111.





218 West 47th St., New York City

better locations. First come, first served is the rule for some show allocations. Other shows have a drawing for space. Some show managers reserve the right to assign space, but the trend is to one of the three mentioned systems.

Act Early

When some equitable method is established for distributing the better booths, it is incumbent upon the exhibitor to act at once to take advantage of the offer. If the first applications get the best spots, to act late and grumble about poor location is childish.

Where seniority or chance—as in a drawing — determine who gets first choice, aside from being in early to get a crack at the next best spots, the exhibitors can do little about getting a preferred position. However, not getting a special booth, an exhibitor does not serve his best interests by pulling out of a show. If the show is sufficiently worthy to warrant his seeking a preferred area, the show must have some merit in locations other than down the center aisle.

A special challenge is presented to the exhibitor who ends up in a spot that does not enjoy easy access to the main entrance or is not on the center aisle. He must strive to stop every man walking past his booth by appealing booth design, interesting display of products, knowledgeable booth personnel and promise of profitably spending time in the booth. To pull out rather than accept the challenge of doing a good exhibiting job, the exhibitor admits his inadeptness at interesting people in his industry in his products or sales story at one exposure.

Heavy-Traffic Areas

NGS OPS

INC.

k City

The value of being next to heavytraffic booths is highly debatable. While we can accept as fact that Camels cigarettes being given away at the American Medical Association convention mean long lines of doctors at the cigarette company's booth, the success of the exhibit beside the booth is not assured because of heavy traffic. Many exhibitors are unhappy beside a "giveaway booth" because it blocks their entrances—shielding their messages from prospects. Other exhibitors in the same spot have their booths designed to capitalize on the traffic; they use short, punchy copy to attract attention and have interest-provoking experiments demonstrations in the booth. Whether being next to a high-traffic



CHALFONTE HADDON HALL

on the Boardwalk, Atlantic City, N.J.

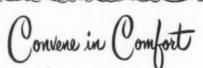
Operated by Leeds & Lippincott Co. for 62 years

1,000 rooms • 31 meeting rooms—the largest of which seats 1,800 • Exhibit space available

Groups welcome throughout the year Write for illustrated folder 41
General Mgr., Joseph I. McDonell; Sales Executives, J. Lippincott, E. D. Parrish, Ellsworth Sooy, Leonard G. Rundstrom, Lawrence B. Raugh, Marcus Ford







Ideal location (nearest the Convention Hall) with luxurious guest rooms, deluxe suites, unexcelled service, internationally famous cuisine and a magnificent dining room overlooking the sea.

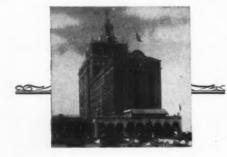
The Shelburne has excellent accommodations for small groups or large meetings.

For the ultimate in gracious living and superb facilities, the Shelburne proudly offers its penthouse. "Kenmare Hall" high atop the hotel.

SHELBURNE

Atlantic City's Foremost Luxury Hotel On the Boardwalk at Michigan Avenue

> Joseph M. Hitzel Jr., General Manager Telephone Atlantic City 4-8131



booth is advantageous depends on whether your sales message and display can draw off the "giveaway crowd."

We have stated as indisputable that some exhibits in "bad spots" have been unusually successful. Almost any good show has records of many such instances. How much better these exhibitors might have done in better positions is a mute question. The point remains that location alone is not the sole determiner of success or failure.

Compete on Merit

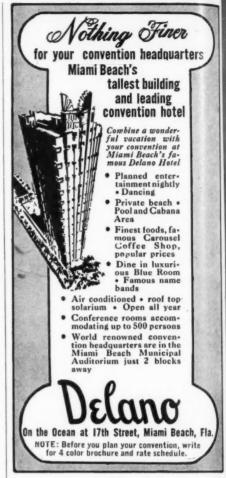
Publishers, like show managers, have been troubled for years about special positions. Many advertising agencies insist their clients' copy be placed on a "right hand page far forward," just as an exhibitor wants his booth on the center aisle near the door. However, again and again, it has been proven that an attractive advertisement will get as much response on a left-hand page as on the right, in the back of the book as well as the front. If a publication is well accepted by its readers, the advertising will compete on merit and not on position.

Studies made at multi-floor trade shows indicate the same results. Visitors record high response to particular exhibits on all floors with exhibits themselves, not merely position, determining response. While it is true that a booth at a show's entrance will have each visitor pass many times, if the booth lacks appeal, it will attract fewer sales inquiries than an attractive booth elsewhere. Heavy traffic past a booth does not mean necessarily high volume and high calibre prospects inside.

Most exhibitors are quick to agree that position is of prime importance at a public show where visitors generally browse in contrast to the industrial show where answers are sought to industrial problems. However, there are records to prove that exhibitors—even at state fairs—in most undesirable spots at the back of a hall, have been most successful. Because of their poor positions, they were prompted into promoting their participation more energetically than before. Their extra efforts paid off.

In summary, selection of space is important and choices should be made only after careful consideration. While it is important, it nevertheless is not the prime consideration.

"It's not what you have, but what you do with it," is attributed to Mae West. Her observation fits perfectly the exhibitor's space situation.







FOLLOW-UP MEETINGS, based on subjects covered at the national convention, were planned. Budweiser supplied complete instructions, scripts, posters (samples above) and giveaway leaflets.

10 Essentials Budweiser Learned In Staging a Traveling Convention

Now that its 40-city tour is over, Budweiser can outline the fundamentals that make a big show click. The convention marked 100 years in business and was the kickoff for a new sales goal—just in sight because of the tour's great stimulus.

By JAMES E. BARSI Sales Manager, Brewery Division, Anheuser-Busch, Inc.

Each time you stage a meeting you learn something. Stage the same meeting twice and your experience is more than twice as valuable—you can compare the strong and weak elements.

When Anheuser-Busch, Inc., staged the same elaborate meeting 40 times in as many cities, the 14-week "road show" proved to be a complete education in convention planning. The Jam Handy Organization, Detroit, assisted our company in producing the series of meetings that played to practically everyone directly associated with the sale of Budweiser beer.

From our experience, we can set forth 10 basic essentials we learned in planning and handling the Budweiser Traveling Convention:

I. Tie-in convention with special event: If at all possible, the meetings should be associated with an important event. In the case of the Budweiser conventions, the audience was impressed with the 100th anniversary of the company. The centennial theme gave sales employes the feeling they would do well to tie their own future to Budweiser's.

2. Divide responsibilities: When an independent producer is handling the convention, it is essential that producer and client have a clear understanding of the services the producer is to supply and the division of work between producer and client.

3. Appoint expediter: It is absolutely essential for the company planning a multi-convention tour to appoint one expediter or coordinator. His job is to schedule and supervise all details. Every other company executive should clear through this one coordinator who is, in effect, the liaison man between company and independent producer. If an independent producer is not employed, the coordinator then assembles the show and acts as liaison man between all departments and top management.

4. Advance publicity: There should be plenty of advance publicity for newspapers and business papers as well as for people who are to see the show. It is especially necessary to send several notices to road-show audiences, the last notice preferably in the form of a night letter to be released about two days prior to the showing.

5. Sell own salesmen: The company's own field personnel should be thoroughly sold on the program and should be kept currently informed of all details so that they can assist in getting audiences together.

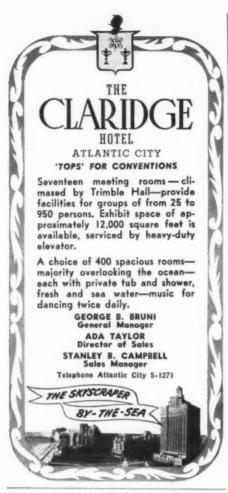
6. Include lower echelons: Since the cost of the convention is relatively high, we recommend that all employes of dealer organizations attend the

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Symbol of America's Finest Convention Hotels

- BOCA RATON HOTEL AND CLUB Boca Raton, Florida
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For reservations and information, write, phone or wire any Schine Hotel or office: New York—445 Park Ave., Murray Hill 8-0110; Chicago—333 N. Michigan Ave., Andover 3-6222; Los Angeles—3400 Wilshire Blvd., Dunkirk 7-7011; Miami Beach—23rd & Collins Ave., Miami Beach 5-6011.

road showings. Everyone should receive the benefit of the material presented at the meetings.

7. Advance reservations: It is important to reserve meeting rooms and luncheon rooms three or four months in advance. Field personnel, or others, who will make reservations should be supplied with a diagram of the stagette, showing all dimensions, electrical outlets and other needs such as the minimum seating capacity required at each show.

8. Show Routing: Good routing is essential to reduce travel expense and to avoid delays as a result of bad weather. Obviously, the northernmost section of the country should be avoided during the winter months if at all possible. It is well to avoid metropolitan areas for the road showings because expenses are considerably higher than in neighboring small cities. This, of course, is not always possible.

9. Traveling representative: During the entire time the show is on the road, a company representative should travel with the actors and technicians. There are many instances of extra expenses, conflicts in schedules and other on-the-spot problems that require a company representative's presence.

10. Follow-up meetings: A series of follow-up meetings should be held by the dealer organizations that see the traveling convention. The added expense of supplying material for follow-up meetings is justified by the results.

A portfolio of material was provided each dealer to aid in conducting follow-up meetings. A separate packet was given to dealers for each meeting. The packet included a guide for the meeting planner, large poster and giveaway pamphlets.

Instructions to the dealer for staging follow-up meetings were complete to the last details. Introduction to the guide told dealers:

"A successful meeting is the result of a successful preparation. This guide is your beginning to a friendly, informal and successful round-table session. Your meeting preparation is simple.

"We suggest you study this guide carefully . . . become thoroughly familiar with the contents and sequence. Then—to make your round-table session more effective—make this guide your 'personal assistant' by marking it up—underlining portions for emphasis—and adding helpful notes as they apply to your market or your operation"

A blank form, to be filled out by the dealer, was included in each meet-

Are You a Collector?

Are you a fast man with the shears as soon as a magazine arrives? Turn to page 63 and tell us.

ing guide. The form asked for the date of the dealer's meeting, number of employes who attended the meeting, length of the session, whether group interest and participation were good or indifferent. The forms, with space for the dealer's reaction, are mailed to the home office in St. Louis.

The traveling convention, which was the nucleus for our entire sales and promotion program, was premiered in January before our officials and field force in St. Louis. Using dramatic skits, playlets, movies, slides and recordings, a four-hour show was put on to tell the Anheuser-Busch story, including experiences in food stores, taverns and homes.

The show was staged three times in a week (in a different city each time) with luncheon served to the guests. Some 9,000 persons saw the show on its tour. The regional sales manager in each territory acted as master of ceremonies.

The show opened with a film outlining the future sales program of the company. Right and wrong approaches to merchandising were portrayed in a humorous skit. The skit included Benjamin Franklin, in three-cornered hat, knee britches and buckled shoes, as narrator. As one of America's foremost salesmen, Ben Franklin offered four principles for meeting competition:

(1) Know your customers; (2) Be friendly; (3) Be sincere and helpful; (4) Sell hard.

Budweiser's advertising, built around the 100th anniversary theme, was shown with a series of slides. An appropriate old-time song was played as each ad, some depicting a Gay Nineties scene, was flashed on the screen.

We believe the educational and inspirational aspects of our convention cannot help but produce more volume for us. Undoubtedly, the convention will pay off in terms of increased Budweiser sales. Our own field force was extremely proud of the show because it was the finest, most comprehensive promotional program ever offered in the brewing industry. And the enthusiasm and esprit de corps of our wholesalers and their sales employes is now so high that we look forward confidently to the attainment of our 1952 sales goal.

Honeywell Profits from Others' Mistakes When Its Show Goes Out to Sell

(Continued from page 15)

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tract to haul the equipment is associated with a truck line whose offices are in all principal cities, and this proved of inestimable value later; the driver had merely to call the local office when reaching a city, and he had all the help necessary at his call.

The 38 separate display panels were crated individually and the crates, 24 inches wide, 40 inches high and 55 inches long, served as the stand on which display boards were placed. Each crate was equipped with cloth jackets, with a wood panel on top and a fluorescent lighting fixture clamped on top of the display board.

In addition, there were 12 other cases, containing back-drop draperies, pipe racks to support drapes, cast iron bases for pipe racks, divider panels, lights and a power box containing fuses, electrical outlets, extension cord and an air compressor to operate four pneumatic displays.

The plan was to have Honeywell district managers in charge of shows in their areas, with only one or two representatives from the sales promotion office, on hand to help greet visitors. But, while district men were in complete charge, a flood of reminders went to them in advance from the sales promotion office.

The district office was to arrange space in a well-known, centrallylocated hotel or meeting hall that would lend proper prestige to the showing. It was to be accessible by public transportation and have nearby parking facilities. (This caused some headaches in many cities but the necessity of having parking space proved itself time and again.)

Local people were furnished required hall dimensions and given charts showing that the ideal arrangement permitted the displays to be placed around the walls, leaving the center clear instead of cluttered.

They were reminded that numerous baseboard electrical outlets were needed around the hall to illuminate and power displays, but, in most halls, it was necessary to string supplementary wires. Local people were given charts on how to connect wiring ar-

Honeywell people knew they could fill just about any hall they wished with run-of-mill visitors but they were trying for selected potential customers.

District managers were urged to make up an invitation list from among consulting engineers, architects, manufacturers, public and parochial school officials, university and college officials, mechanical contractors, general contractors, hospital officials, building owners and operators, apartment owners, government housing officials, marine engineers, shipbuilders, modernization prospects, army post personnel, railway officials, state and municipal engineering divisions, greenhouse operators, wholesalers, manufacturers' representatives, gas company representatives, special consumers and, in an atomic energy area, the operations and contractor personnel and such people as scientists and physicists.

Honeywell felt that one shortcoming of normal participation in trade shows had been a lack of "merchandising" of its efforts in advance. This was corrected through a system by which the home office prepared:

1. An illustrated brochure accompanied by a standard announcement letter of the exhibit, shipped by the sales promotion office to the district office, and mailed by the latter to invited guests two weeks in advance of the show.

2. A wedding-type invitation, also prepared in the home office and sent out by the district office one week in advance, giving date, city, place where exhibit was scheduled and time of showing.

3. Reminders from the home office to the district office to telephone, on the day preceding the opening of the show, every person on the invitation list, to remind him that his presence was eagerly anticipated.

(When customers were invited from remote small towns they often traveled more than 100 miles to see the show. Small town architects and

NATIONAL HOME SHOWS INC.

America's Outstanding Trade Exposition Organization PRODUCING HOME SHOWS, ATTENDED BY MILLIONS, IN FIFTY LEADING CITIES

1952 Fall Schedule

DENVER, Colo., Oct. 11 thru 19 Carl Olson, Director 209 Tramway Bldg.

KNOXVILLE, Tenn., Oct. 21 thru 26 Paul Waters, Director 317 N. Gay St.

COLUMBIA, S. C., Nov. 18 thru 23 Paul Waters, Director c/o C. of C.

BATON ROUGE, La., Oct. 7 thru 12 George Colouris, Director c/o Jaycees

MOBILE, Ala., Oct. 29 thru Nov. 2 George Colouris, Director c/o Jaycees

ROANOKE, Va., Sept. 22 thru 28 Chas, W. Moore, Director 410 Mt. Trust Bldg.

SOUTH BEND, Ind., Oct. 1 thru 5 Dorothy Godfrey, Director Jefferson Hotel

CANTON, Ohio, March 2 thru 7, 1953 Harry LaBreque, Director P. 0, Box 931

YOUNGSTOWN, Ohio, March 24 thru 29, 1953, Harry LaBreque, Director P. O. Box 931, Canton

DALLAS, Texas, May 2 thru 10, 1953 Sue R. Godfrey, Director Stoneleigh Hotel

LYNCHBURG, Va., Nov. 10 thru 15 Jack T. Craig, Director Virginian Hotel, Lynchburg

Sponsors, Show Managers, Space Salesmen, Exhibitors, Write:

Grover A. Godfrey, Pres. Home Builders Auditorium 2109 Live Oak St. Dallas, Texas

UNIFORMED GUARDS

CONVENTIONS AND TRADE SHOWS
(Supervised Service)

THE KANE SERVICE

510 N. DEARBORN ST. (10) • CHICAGO
MOHAWK 4-6181 • EST. 1911



SM/OCTOBER 1, 1952

UNITERALL UL INICIDAN LICITATION



International Amphitheatre

Home of the Cricago National Automobile Show — Chicago International Sports and Outdoor Exposition—Chicago National Food Show—International Live Stock Exposition—International Kennel Club Dog Show—The Chicago Home of the National Metal Exposition—International Heating and Ventilating Exposition, and many others.

260,000 Sq. Ft. Exhibit Space Individual Halls 4,000 to 55,000 Sq. Ft.

ARENA SEATS 12,000

Many Smaller Meeting Rooms

Free Parking for 4,000 Cars
15 Minutes from Loop Hotels

Chicago Convention Building and International Amphitheatre

42nd & Halsted

Chicago 9, III.

HOTEL HEIDELBERG (Roy L. Heidelberg, Owner)

ACKEON MISSISSIN

JACKSON, MISSISSIPPI

"Jackson's Most Progressive Hotel"

WELCOMES CONVENTIONS AND SALES MEETINGS

Seven Public Space Rooms, Seating from 25 to 1500—All Air Conditioned.

Trained Public Space Department to assist with arrangements—Saves you time and worry.

Nightly Dining and Dancing on Roof to Outstanding Orchestras.

Expert Catering — Modern Coffee Shop Luxurious Dining Room.



contractors were eager to see it and, on several occasions, Honeywell provided bus service from cities 50 or more miles away. Mr. Jacobs thought further use could have been made of that device.)

When the show opened on the eastern seaboard, the mechanism that had been set up operated like clockwork. Honeywell discovered, however, it had made one or two miscalculations. One was staging of the customary cocktail hour.

Coffee—Not Cocktails

Mr. Jacobs said the cocktail hour caused guests to dawdle too long after touring the show, taking up time when salesmen, who had conducted the tours, could be resting. In addition, it was costly.

"We cut it out promptly and served coffee and french pastry, or only doughnuts," Mr. Jacobs stated. "We found that coffee established an immediate, friendly link with the salesman who had guided the group around the exhibit floor, and it also created an opportunity for a salesman to spend some time with people who might become his customers."

Calculations that paid off hand-

somely were:

1. Having a bevy of pretty girls to check hats and coats. Girls put the guests at ease—and besides, a guest who has intended to spend only half an hour at the show isn't likely to break away from his group before the tour is completed and ask the girl to find his hat.

2. A literature request form on the large table holding the pamphlets, last stop of guests. Many guests going back to the office or on other errands found it unhandy to carry the material, but they filled out cards so it could be mailed to them.

One thing learned quickly by the Honeywell people in connection with the tour was that salesmen had to be capable of getting across basic sales points in five minutes or less.

"The men you want to reach are busy men," Mr. Jacobs explains. "They know in advance how much time they have and how many exhibits they want to see. You've got to have a sound sales presentation to keep them more than a minute or two."

Honeywell found that evaluation of a salesman's personal equipment is an interesting by-product of such an exposition. A strong voice and a confident manner were a great help to a salesman in handling larger groups taken through the shows.

Tall, impressive men who look like vice-presidents can reach out over the heads of the nearby audience and hold their attention. Honeywell asked its men at the booths to dress conservatively.

It was obvious from the start, of course, that the salesman in charge of a group had to know his business. The busy potential buyer gets impatient when he can't get complete answers to his questions, or when the attendant has to look things up in a catalog.

Advance preparation for the exhibit showed that some top salesmen—men who had received extensive training earlier in their careers—simply had forgotten the art of selling

by demonstration.

They had, in preparation for the show, what amounted to refresher courses in salesmanship, and that is another thing on which Honeywell expects to benefit for some time to come.

"In evaluating such a show, I don't believe it is possible to over-estimate the value of the training that salesmen get," Mr. Jacobs said.

"A company can spend thousands of dollars getting its salesmen together at a promotional meeting and do its best to hammer home the strong points of salesmanship. At a show of this kind, your sales manager is there, looking over the shoulders of potential customers, and your salesman is there, demonstrating his ability."

Gift Pencil

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When the show was taken off the road, after criss-crossing this country and Canada for 18 months, the exhibition had been staged in 96 cities.

Construction costs including repairs were \$29,481; transportation costs in the United States, \$63,500; hall rental and entertainment, \$88,819; salesmen's direct expense, an estimated \$25,200; announcements, invitations and incidentals, an estimated \$10,000; and pencils, \$16,500.

The pencil item needs explanation. When the visitor finished signing a registration card, it was shot back to the merchandising division at the home office. Then he received a personalized letter from Vice-President Haines, along with a Honeywell gift pencil, thanking him for visiting the show.

One of the company officers noted that if return letters of appreciation were any criteria, the pencil project and \$16,500 of expense in that connection were well justified.

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EXHIBITOR'S CALENDAR

Expositions, Fairs and Trade Shows as Announced for the Next 8 Months

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Controllers Institute of America Oct. 5-8 '52, Detroit Walter Mitchell, Jr., manager director, I E. 42nd St., New York 17, N. Y.

Institute of Internal Auditors
Oct. 19-21 '52, St. Louis, Attendance—500
Bradford Cadmus, 120 Wall St. New York
5, N. Y.

Insurance Accounting & Statistical Assn.
May 14-16 '53, Chicago, Attend.—1,000
L. J. Hale, P.O. Box 139, Kansas City, Mo.

Advertising

Advertising Specialty National Assn.
Oct. 5-9 '52, Chicago
Russell M. Searle, sec., 1346 Connecticut
Ave. N.W., Washington, D. C.

Direct Mail Advertising Assn.
Oct. 9-10 '52, Washington, Attend.—1,000
Frank Frazier, 17 E. 42nd St., New York 17,
... Y.

Natl. Assn. of Display Industries
Dec. 7-12 '52, New York, Attend.—2,500
I. F. Bowman, Jr., 203 N. Wabash Ave.,
Chicago I, III.

Outdoor Advertising Assn. of Amer.
Dec. 7-13 '52, Chicago, Attend.—1,100
K. L. Ghaster, 24 W. Erie St., Chicago

Agriculture

Texas Citrus & Vegetable Growers & Shippers
Oct. 6-8 '52, San Antonio, Attend.—1,000
Austin E. Anson, Box 1749, Harlingen, Texas

Future Farmers Of Amer. Of Mo.
Oct. 13 '52, Kansas City, Mo., Attend.—
7,500
A. W. Tenney, Office Of Educ., Washington
25. D. C.

Intl. Plowing Match & Farm Machinery Display Oct. 14 '52, Carp, Ont., Attend.—100,000 J. A. Carroll, Parliament Bldg., Toronto, Ont.

Montana Farmers Union
Oct. 2:-25 '52, Great Falls, Mont., Attend.
—1,500
N. J. Dougherty, Box 2089, Great Falls,
Mont.

Grand Natl. Livestock Exposition
Oct. 30-Nov. 8 '52, San Francisco, Attend.
—140.000
Nye Wilson, Geneva & Rio Verde, San Francisco, Calif.

Eastern Natl. Livestock Show Nov. 15-20 '52, Timonium, Md., Attend.— 13,000 Jos. W. Shirley, Jr., 86 Iglehart Bldg., Baltimore 2, Md. This list of trade shows and expositions is not complete. Space does not permit entry of every exhibiting event. Shows are selected from the complete list of events found in SALES MEETINGS' Directory of Conventions and Trade Shows.

Mid-West Retail Farm Equipment Assn. Nov. 17-19 '52, Omaha, Attend.—1,500 Eddie Potter, 1102 WOW Bldg., Omaha 2, Nebr.

American Society of Agronomy
Nov. 17-21 '52, Cincinnati, Attendance—
1,200
L. G. Monthey, 2702 Montoe, Madison 5,
Wis.

Royal Agricultural Winter Fair Nov. 18-26 '52, Toronto J. R. Johnston, secretary, Coliseum, Toronto, Ont.

Natl. Livestock Exposition Nov. 29-Dec. 6, '52, Chicago Wm. E. Ogilvie, Union Stock Yards, Chicago 9, III.

lowa Retail Farm Equipment Assn.
Dec. 1-3 '52, Des Moines, Attend.—1,400
Clift Gerstenberger, 207 9th St., Des Moines
9, Iowa

Indiana Implement Dealers Assn.
Dec. 3-5 '52, Indianapolis, Attend.—1,400
L. L. Wilson, 811 Broodripple Ave., Indianapolis 20, Ind.

Vegetable Growers Assn. of America & Aux. Dec. 3-6 '52, Tampa, Fla., Attend.—2,000 H. D. Brown, Hort Dept. OSU, Columbus 10, Ohio

Miss. Valley Farm Equip. Assn.
Dec. 9-11 '52, St. Louis, Attend.—1,200
W. E. Parsons, 211 Hotel DeSoto Bldg.,
St. Louis I, Mo.

New York Poultry Show
Dec. 30 '52, Jan. 3 '53, New York, Attend.
—15,000
Harvey C. Wood, Box 162, Newton, N. J.

National Turkey Federation Jan. 6-8 '53, Dallas, Attend.—5,000 M. C. Small, Mt. Morris, Ill.

Mass. Fruit Growers Assn.
Jan. 6-8 '53, Worcester, Mass., Attend.—
2,000
Wm. R. Cole, 101 Fearing St., Amherst,
Mass.

Union Agricultural Meeting Jan. 8-10 '53, Worcester, Mass., Attend. —8,000

Saskatoon Agricultural Societies Assn. Jan. 12-16 '53, Saskatoon, Sask., Attend. —1,000 Prof. John G. Rayner, Univ. of Saskatchewan, Saskatoon, Sask. Pennsylvania Farm Show
Jan. 12-17 '53, Harrisburg, Pa., Attend.—
500,000
Harold R. McCullogh, 209 Agriculture Bldg.,
State College, Pa.

Agricultural Trade Show
Jan. 13-15 '53, Lewiston, Maine, Attend.
—5,000
Albion Goodwin, State House, Augusta,
Maine

Ontario Soil & Crop Improvement Assn.
Jan. 20-23 '53, Toronto, Attend.—3,000
A. H. Martin, Parliament Bldg., Toronto,
Ont.

Boston Poultry Show & Country Life Exposition
Jan. 20-24 '53, Boston, Attend.—40,000
Paul Ives, 39 Church St., Boston, Mass.

Natl. Cotton Council of America Jan. 26-27 '53, Dallas, Attend.—700 Ernest Stewart, P. O. Box 18, Memphis, Tenn.

S. W. Exposition & Fat Stock Show Jan. 30-Feb. 8 53, Ft. Worth, Attend.— 300,000 W. R. Watt, P. O. Box 150, Fort Worth, Texas

Houston Fat Stock Show & Livestock Exposition
Feb. 4-15 '53, Houston, Attend.—275,000
Herman Engle, Commerce Bldg., Houston,
Texas

Institute of Amer. Poultry Industries
Feb. 11-14 '53, Kansas City, Mo., Attend.
—2,500
Dr. C. D. Carpenter, 221 N. LaSalle St.,
Chicago 9, III.

Farmers Elevator Assn. of Minn. Mar. 2-4 '53, Minneapolis, Attend.—1,800 Lloyd A. Nelson, 315 Phoenix Bldg., Minneapolis I, Minn.

Grand National Livestock Exposition
Mar. 29-Apr. 2 '53, San Francisco, Attend.
—30,000
Nye Wilson, sec.-mgr., Cow Palace, San
Francisco 24, Calif.
Leo F. Doherty, 41 Tremont St., Boston,
Mass.

Amusement

Theater Equipment & Supply Manufacturers Assn. Nov. 15-19 '52, Chicago, Attend.—2,000 Roy Boomer, 1938 Hillhurst Ave., Hollywood 27, Calif.

Allied States Assn. Motion Pictures Exhibitors Nov. 17-19 '52, Chicago, Attend.—600 A. F. Myers, 1131 Dupont Circle Bldg., Washington 15, D. C.

Natl. Assn. Amusement Parks, Pools & Beaches
Nov. 30-Dec. 3 '52, Chicago, Attend.—
4,000
R. H. Huedepohl, 203 N. Wabash Ave.,
Chicago, Ill.

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Showmen's League of America Dec. 1-3 '52, Chicago, Attend.—800 J. L. Streibich, 400 S. State St., Chicago 5,

Apparel, Fashion & Textile

Southern Textile Exposition Oct. 6-11 '52, Greenville, S. C.
Bertha M. Green, secretary, 322 W. Washington St., P. O. Box 1323, Greenville, S. C.

Natl. Canvas Goods Mfrs. Assn. Oct. 12-16 '52, San Francisco J. E. McGregor, 216 Endicott Building, St.

American Association of Textile Chemists & Colorists Nov. 6-8 '52, Boston, Attendance—2,000 Dr. H. C. Chapin, Lowell Textile Institute, Lowell, Mass

Wholesale Dry Goods Institute-Merchandise Expos. Jan. 19-21 '53, New York Clapp & Poliak, Inc., 341 Madison Ave., New York 17, N. Y.

Intl. Assn. of Clothing Designers Jan. 19-21 '53, Philadelphia, Attend.—500 Albert Mathason, exec. sec., Room 713, 12 S. 12th St., Philadelphia 7, Pa.

Men's Apparel Club of New York City Jan. 31-Feb. 4 '53, New York, Attend.— Hyman P. Diamond, exec. sec., 122 E. 42nd St., New York, N. Y.

Allied Linens & Domestics Assn. Feb. 8-13 '53, New York, Attend.—2,000 Herbert Swann, Rm. 1831, 420 Lexington Ave., New York, N. Y.

Knitting Arts Exhibition Apr. 27-May I '53, Atlantic City, Attend. -5.000 Albert C. Rau, mgr., Campbell Fairbanks Inc., 332 Park Square Bldg., Boston, Mass.

Ohio Industrial Arts Assn. Mar. 26-28 '53, Columbus, Ohio, Attend. -700 William R. Mason, 1380 E. 16th St., Cleveland 14, Ohio

American Industrial Arts Association Apr. 28-May 2 '53, Detroit, Attend.—700 D. Arthur Bricker, sec.-treas., 123 E. Ninth St., Cincinnati, Ohio

Automotive

National Association of Independent Tire Dealers, Inc. Oct. 12-15 '52, St. Louis, Attendance-W. M. Marsh, Waytt Bldg., 777 14th St., N.W., Washington, D. C.

Fla. Auto. Dealers Association Nov. 23-25 '52, Miami Beach, Attend.—650 W. C. Mallory, 27 E. Central, Orlando, Fla.

Automotive Service Industries Show 10-13 '52, Atlantic City, Attend-20,000 A. B. Coffman, 111 W. Jackson Blvd., Chicago 4, III.

Society of Automotive Engineers Jan. 12-16 '53, Detroit, Attend.—3,000 Wm. W. Milne, meeting dir., 29 W. 39th St., New York 18, N. Y.

Automotive Accessory Mfrs. of America Feb. 2-5 '53, New York, Attend.—10,000 Herman L. Erlichman, 20 E. Herman St., Philadelphia 44, Pa.

Natl. Automobile Dealers' Assn. 12-20 '53, San Francisco, Attend .-12,000

Ray Chamberlain, convention & exhibit mgr., 1026 17th St. N. W., Washington, D. C.

Pacific Automotive Show Feb. 26-Mar. 1 '53, San Francisco, Attend. -50 000 J. Leonard Gibson, 1151 S. Broadway, Los Angeles 15, Calif.

Canadian Automotive Wholesalers' & Mfrs., Assn.

Mar. 9-10 '53, Toronto, Attend.—600 L. N. Panneton, 406 Plaza Bldg., Ottawa, Ont., Canada

Southwest Automotive Show Mar. 26-29, '53, Dallas, Attend.—20,000 Dean Johnson, 715 Francis St., Houston, Texas

Automotive Service Industries Show-Middle Atlantic Reg. Apr. 20-25 '53, Philadelphia Charles H. Bauer, sec., 2453 Frankford Ave., Phila. 25, Pa.

Automotive Engine Rebuilders Assn. May 11-13 '53, Cincinnati, Attend.—850 R. G. Patterson, 419 N. Capitol Ave., Indianapolis 4. Ind.

Southeast Automotive Show May 21-23 '53, Miami, Attend.—5,000 Harry Gee, sec., Federal Mogul, Atlanta,

Banking, Credit & Finance

National Association of Bank Auditors & Comptrollers
Oct. 22-30 '52, Milwaukee, Attendance—
1,000 D. R. Cochard, 38 S. Dearborn St., Chicago 3. 111.

United States Savings & Loan League Nov. 10-14 '52, New York, Attendance-2.200 W. W. Jasinsky, 221 N. LaSalle St., Chi-

Independent Bankers Assn. 22-24 '53, Allanta, Ga., Attend.— Mar. 1,000 Ben DuBois, Sauk Centre, Minn.

cago 41, III.

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Natl. Assn. of Credit Men May 17-21 '53, Montreal, Attend.—2,000 Fred H. Schrop, 229 4th Ave., New York 3, N. Y.

Barber, Beautician & Cosmetics

Kansas Cosmetologists' Assn. Oct. 5-6 '52, Wichita, Kans., Attend .-2.000 Viola Greely, Box 403, Wichita, Kans.

Coiffure Guild & Beauty & Trade Show Oct. 19-20 '52, Los Angeles, Attend.—5,000 A. Frederick Lamken, 960 E. 3rd St., Los Angeles, Calif.

Hairdressers' Convention and Beauty Trade Feb. 2-4 '53, Montreal, Attend.—1,500 Edward H. Lance, 24 Gore St., Hamilton,

American Hair Fashion Conf. & Trade Show Feb. 3-5 '53, New York J. C. Jaffrey, 175 Fifth Ave., New York 10,

Midwest Beauty Trade Show Mar. 1-3 '53, Chicago, Attend.—10,000 Columbus D. Behan, bus. mgr., 139 N. Clark, Chicago, III.

Toronto Hairdressers' Show & Trade Echibition

Mar. 2-4 '53, Toronto, Attend.--3.500 Edward H. Lance, bus. mgr., 24 Gore St., Hamilton, Ont.

International Barber Show Mar. 9-12 '53, New York, Attend.—30,000 Joseph Byrne, 19 W. 44th St., New York 18, N. Y.

International Beauty Show Mar. 9-12 '53, New York, Attend.—30,000 Joseph Byrne, 19 W. 44th St., New York

Beverages

Small Brewers Association
Oct. 12-14 '52, Chicago, Attendance— 12,000 W. M. O'Shea, 188 W. Randolph St. Chicago I, III.

American Bottlers of Carbonated Beverages Nov. 14-18 '52, Atlantic City, Attend.—

6,000 John J. Riley, sec., 1128 Sixteen St., Washington, D. C

Building & Building Materials (Also see Home Shows)

National Assn. Housing Officials Oct. 13 '52, Buffalo, N. Y. Otto F. List, mgr., 1313 E. 60th St., Chicago 37, 111.

Canadian Institute of Surveying Feb. 4-6 '53, Ottawa, Attend.—400 W. L. MacIlquham, 41 Grove Ave., Ottawa, Ont.

Natl. Established Roofing, Siding & Insulating Contractors Assn.
Feb. 16-18 '53, New York, Attend.—2,000
C. N. Nichols, 12 E. 41st St., Suite 1001,
New York, N. Y.

Lathing & Plastering Contractors of Calif. Feb. 18-21 '53, San Francisco, Attend.—500 A. T. Raitt, 3558 W. 8th St., Los Angeles 5. Calif.

Natl. Sand & Gravel Assn. Inc. Feb. 22-26 '53, San Francisco, Attend.—900 V. P. Ahearn, 1325 E St., N.W., Washington,

Business & Management

National Business Show Oct. 20-25 '52, New York, Attend.—89,000 Rudolph Lang, 33 W. 42nd St., New York,

Management Conference—Pacific Coast Reg. Oct. 21-23 '52, Berkeley, Calif. Everett Van Every, 442 Flood Bldg. San

Francisco, Calif. Pacific Northwest Personnel Manag ment Oct. 30-Nov. 1 '52, Victoria, B. C., Allend.

-350Roy H. Lund, 1016 Langley St., Victoria, B. C., Canada

Industrial Management Society Nov. 5-7 '52, Chicago Lewis M. Glassner, 35 E. Wacker Drive, Chicago I, III.

Plant Maintenance Show Jan. 19-23 '53, Cleveland, Attend.—7,500 Clapp & Poliak, show mgrs., 341 Medison Ave., New York 17, N. Y. Retail Morchants Assn. of Texas May 17-19 '53, Houston, Attend.—500 C. T. Lux, 506 Scarborough Bldg., Austin, Texas

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Natl. Industrial Service Assn., S. E. Chapter May 24-27 '53, New York F. B. Wipperman, 818 Olive St., St. Louis, Mo.

Cometeries & Funeral Directors

Ohio Assn. Cemetery Supts. & Officials Oct. 12-14 '52, Akron, Ohio, Attend.—150 S. C. Gordon, Winton Pl. Station, Cincinnati 32, Ohio

Fla. Funeral Directors & Embalmers Assn. Oct. 28-30 '52, St. Petersburg, Attend.—250 Lida Lee Hunt, exec. sec., Suite 8, Aragon Hotel, Jacksonville 2, Fla.

Funeral Directors Assn. of Wis.

May 12-14 '53, Milwaukee, Attend.—1,150

Harold J. Ruidl, exec. sec., 5920 W. North

Ave.. Milwaukee 8, Wis.

Ceramics, Glass & Pottery

Associated Glass & Pottery Mfrs.
Jan. 8-16 '53, Pittsburgh, Attend.—2,000
J. M. Hammer, Box 227, Knox, Pa.

Southeast China, Glass & Gift Show Jan. 18-21 '53, Atlanta, Attend.—2,500 F. B. Steward, 1036 Peachtree St. N.W., Atlanta, Ga.

Chemistry

Exposition of Chemical Industries
Nov. 30-Dec. 5 '52, New York, Attend,—
50,000
C. F. Grand, Central Palace, New York 17,
N. Y.

Chemical Specialties Manufacturers Association Inc.
Dec. 7-9 '52, New York City, Attendance—500
Mrs. E. D. Sullivan, 110 E. 42nd St., New York 17, N. Y.

American Chemical Society
Mar. 15-20 '53, Los Angeles, Attend.—3,000
R. M. Warren, 115 16th St. N.W., Washington, D. C.

American Assn. Cereal Chemists
May 24 '53, Buffalo, Attend.—500
Dr. J. A. Anderson pres., c/o Board of
Grain Commrs., Winnipeg, Canada

Cleaning, Dyeing & Laundry

American Institute of Laundering Oct. 3-5 '52, Atlantic City, Attendance--3,000 Albert Johnson, secretary-treasurer, P.O. Drawer 1187, Joliet, III.

Natl. institute of Rug Cleaning Jan. 17-19 '53, Chicago, Attend.—500 R. M. Powell, 909 Burlington Ave., Silver Spring, Md.

Natl. Institute of Cleaning & Dyeing Feb. 13-15 '53, Cleveland, Attend.—3,000 Norbert J. Berg, 909 Burlington St., Silver Springs, Md.

Laurdry & Cleaner Allied Trades Assn. Apr. 23-25 '53, Hollywood, Fla., Attend.— 350 R. R. Jackson, 95 Liberty St., New York 6, N. Y.

Coal & Petroleum (Also see Minerals & Mining)

American Petroleum Credit Assn.
Oct. 13-15 '52, Chicago, Attend.—150
S. J. Haider, 512 Arcade Bldg., St. Louis
I, Mo.

American Oil Chemists Society
Oct. 20-22 '52, Cincinnati, Attend.—500
M. Argne, Clayton & Co., Houston, Texas

Nebraska Petroleum Marketers Nov. 4-5 '52, Omaha, Attend.—500 H. H. Hahn, 1320 J St., Lincoln 8, Nebr.

lowa Indpt. Oil Jobbers Assn.
Feb. 18-19 '53, Des Moines, Ia., Attend.
—700 .
J. A. Dennis, 1010 Liberty Bldg., Des Moines
9, Ia.

Wisconsin Petroleum Assn.
Feb. 25-26 '53, Milwaukee, Attend.—700
K. C. King, 318 Tenney Bldg., Madison 3,
Wisc.

Illinois Petroleum Marketers Assn. Mar. 10-12 '53, Chicago E. Keith Edwards, exec. sec., 708 Ferguson Bldg., Springfield, III.

Ohio Petroleum Marketers Assn.
Mar. 17-19 '53, Columbus, Ohio, Attend.
—500
R. A. Warfel, 665 Broad St., Columbus 15,
Ohio

Petroleum Industry Electrical Assn. Apr. 7-9 '53, Houston, Attend.—750 H. A. Rhodes, Transcontinental Gas Co., Houston, Texas

American Assn. of Petroleum Geologists Apr. 19-23 '53, Houston, Attend.—3,500 J. P. D. Hull, bus. mgr., Box 979, Tulsa I, Okla.

Liquefield Petroleum Gas Assn. May 4-6 '53, Chicago, Attend.—2,500 Arthur C. Kreutzer, II S. LaSalle St., Chicago, III.

International Petroleum Exposition
May 14-23 '53, Tulsa, Okla., Attend.—
300,000
William B. Way, gen. mgr., Philtower Bldg.,
Tulsa, Okla.

Indiana Coal Merchants Assn.
May 18-20 '53, French Lick, Ind., Attend.—
700
J. S. Weber, 604 Merchants Bank Bldg., Indianapolis 4, Ind.

Communications

U. S. Independent Telephone Association Oct. 15-17 '52, Chicago, Attendance—2,-500 Stewart A. Collins, 411-17 Munsey Bldg., Washington 4, D. C.

Minnesota Telephone Assn. Feb. 1-7 '53, St. Paul, Minn., Attend.—500 J. C. Crowley, 512 Hamm Bldg., St. Paul 2, Minn.

Containers & Packaging

Indust. Packaging & Materials Handling Expo. Oct. 14-16 '52, Chicago, Attend.—4,700 C. J. Carney, Jr., 20 W. Jackson Blvd., Chicago 4, III. Amer. Management Assn. Natl. Packaging Exposition
Apr. 20-23 '53, Chicago, Attend.—8,500
Clapp & Poliak Inc., 341 Madison Ave., New York 17, N. Y.

Decorating & Decorating Supplies

Federation of Paint & Varnish Production Clubs Nov. 20-24 '52, Chicago, Attendance — 1,750 C. Homer Flynn, 1524 Chestnut St., Phila. 2, Pa.

Painting & Decorating Contractors of Minn. Jan. 15-17 '53, St. Paul, Minn., Attend.— 300 Andrew Green, 1961 Margaret Ave., St. Paul 6, Minn.

Painting & Decorating Contractors of America Mar. 9-13 '53, Chicago, Attend.—1,000 Henry Afman, 720 University Bldg., Denver 2, Colo.

Dental

Colorado Dental Association Oct. 5-8 '52, Colorado Springs, Attendance

-250
R. A. Downs, 724 Republic Building, Denver
2, Colorado

Natl. Educ. Congress for Dental Technicians Oct. 10-12 '52, New York, Attend.—10,000 Leonard Darvin, 152 W. 42nd St., New York 18, N. Y.

Montreal Dental Club

Oct. 22-24 '52, Montreal, Attend.—500 Dr. Roger E. McMahan, sec., 1414 Drummond St., Montreal, Que.

Odontological Society of Western Pa. Nov. 11-13 '52, Pittsburgh L. Waddill, 206 Jenkins Bldg., Pittsburgh 22, Pa.

Greater New York Dental Mtg.
Dec. 8-12 '52, New York, Attend.—13,500
Dr. K. N. Donally, Rm. 106 A, Hotel Statler,
New York, N. Y.

Rhode Island Dental Society
Jan. 20-21 '53, Providence, Attend.—900
Dr. N. Migliaccio, Westminster St., Providence, R. I.

Massachusetts Dental Society
Jan. 27-29 '53, Boston, Attend.—4,400
F. T. Maloney, 227 Commonwealth Ave.,
Boston, Mass.

Chicago Dental Society
Feb. 8-11 '53, Chicago, Attend.—12,334
Karl S. Richardson, sec., 30 N. Michigan
Ave., Chicago 2, III.

Minnesota State Dental Assn. Feb. 23-25 '53, Minneapolis, Attend.—4,000 Carl V. E. Cassell, sec., 242 Lowry Bldg., St. Paul 2, Minn.

Wisconsin State Dental

Apr. 6-9 '53, Milwaukee, Attend.—2,600 Kenneth F. Crane, exec. sec., 1233 Bankers Bldg., Milwaukee 2, Wis.

Kentucky State Dental Assn.

Apr. 7-9 '53, Louisville, Attend.—1,300

Dr. A. B. Coxwell, sec-treas., 1976 Douglas Blvd., Louisville, Ky.

Ala. Dental Assn. Apr. 9-11 '53, Montgomery, Ala., Attend. —500

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Frank Finnery, 1045 Forrest Ave., Gadsden, Ala.

Oklahoma State Dental Assn.

Apr. 19-22 '53, Tulsa, Okla. H. Leon Snow, exec. sec., 211 Plaza Court Bldg., Oklahoma City, Okla.

Michigan State Dental Society

Apr. 20-22 '53, Detroit Henry C. Gerber, Jr., exec. sec., 1514 Olds Tower Bldg., Lansing 8, Mich.

American Assn. of Orthodontists

Apr. 26-30 '53, Dallas, Attend.—800 Dr. George R. Moore, sec.-treas., Box 8, Ann Arbor, Michigan

Massachusetts Dental Society

May 3-6 '53, Boston, Attend.—4,400 F. T. Maloney, 227 Commonwealth Ave., Boston, Mass.

Virginia Dental Assn.

May 4-6 '53, Roanoke, Va. Dr. J. E. John, sec.-treas., 804 Medical Arts Bldg., Roanoke, Va.

Iowa State Dental Society

May 4-6 '53, Des Moines, la., Attend .-1,500 Harry I. Wilson, sec., 639 Insurance Exchange Bldg., Des Moines, la.

Kansas State Dental Assn.

May 10-13 '53, Kansas City, Mo., Attend. -3.000Dr. Fred A. Richmond, sec., 861 Brotherhood Bldg., Kansas City, Kans.

Texas State Dental Society

May 10-14 '53, Houston, Attend.—2,500 Dr. Willard Ogle, 310 N. Ervay St., Dallas I, Texas

Nebraska Dental Assn.

May 11-13 '53, Lincoln, Nebr., Attend.—950 Dr. F. A. Pierson, 1112 Federal Security Bldg., Lincoln 8, Nebr.

Ontario Dental Assn.

May 17-20 '53, Toronto, Attend.—1,600 Miss Dorothy Jutton, sec.-treas., 234 St. George St., Toronto 5, Ont.

Indiana State Dental Assn.

May 18-20 '53, Indianapolis, Attend.—200 Dr. E. E. Ewbank, sec., Kingman, Ind.

Connecticut Dental Assn.

May 20-22 '53, Hartford, Conn., Attend. Dr. E. S. Arnold, 37 Linnard Rd., W. Hartford, Conn.

Education

Calif. Assn. of School Administrators

Oct. 8-10 '52, Long Beach, Calif., Attend. -800 Dr. John A. Sexson, 35 N. Raymond Ave., Pasadena I, Calif.

North Carolina Education Assn.-Northeastern Dist.

Oct. 10 '52, Greenville, N. C., Attend .-John G. Bikle, adv. mgr., P. O. Box 350, Raleigh, N. C.

New England Assn. of School Superintendents

Oct. 12-14 '52, Swampscott, Mass., Attend. -800 Everett W. Ireland, 18 Day St., Somerville 43. Mass.

Association of School Business Officials Oct. 12-14 '52, Atlantic City, Attendance-

800 H. W. Anderson, 710 Kalamazoo Bldg., Kalamazoo, Mich.

Vocational Education Assn. of Maryland Oct. 16-18 '52, Baltimore, Md., Attend.

-8 000 J. O. Proctor, 3 E. 25th St., Baltimore 18,

North Carolina Education Assn.-Western District

Oct. 17 '52, Ashville, N. C., Attend.—3,000 John G. Bikle, adv. mgr., P. O. Box 350, Raleigh, N. C.

Virginia Education Assn.

Oct. 21-24 '52, Richmond, Attend.—5,000 T. Preston Turner, 401 N. 9th St., Rich-

South Colorado Education Assn.

Oct. 23-24 '52, Pueblo, Colo., Attend .-

J. T. Dunlap, 216 E. Orman, Pueblo, Colo.

Delaware State Education Association Oct. 23-24 '52, Wilmington, Del., Attend. -2.100R. L. Durkee, Keith Bldg., Dover, Del.

North Carolina Education Assn .-South Piedmont Dist.

Oct. 24 '52, Charlotte, N. C., Attend .-3.000 John G. Bikle, adv. mgr., P. O. Box 350, Raleigh, N. C.

West Virginia Education Assn.

Oct. 25 '52, Charleston, W. Va., Attend. -10,000 Miss Margaret Baldwin, 2012 Quarrier St., Charleston, W. Va.

Main Teachers Assn.

Oct. 30-31 '52, Bangor, Me., Attend.—5,500 Clyde Russell, 146 State St., Augusta, Me.

Missouri State Teachers Assn.

Nov. 5-7 '52, Kansas City, Mo., Attend .-15,000 Marvin Shomberger, Teachers Bldg., Colum-

Kansas State Teachers Assn.

Nov. 6-7 '52, Wichita, Kans., Attend .-20,000 C. O. Wright, 315 W. 10th St., Topeka,

Iowa State Education Assn.

Nov. 6-8 '52, Des Moines, Attend.—12,000 Chas, F. Martin, 415 Shops Bldg., Des Moines 9, Iowa

Wisconsin Education Assn.

Nov. 6-8 '52, Milwaukee, Attend.-14,000 O. H. Plenzke, 404 Insurance Bldg., Madison, Wis.

New Jersey Education Assn.

Nov. 6-9 '52, Atlantic City F. L. Hipp, 200 Stacy Trent Hotel, Trenton, N. J.

Arizona Education Association

Nov. 7-8 '52, Phoenix, Attend.—3,500 Mrs. Pauline Poage, exh. mgr., 3636 N. 15th St., Phoenix, Ariz.

North Carolina Education Assn.-S. E. Dist. Nov. 14 '52, Fayetteville, N. C., Attend. -1.500

John G. Bikle, adv. mgr., P. O. Box 350, Raleigh, N. C.

North Carolina Education Assn.-N. W. Did Nov. 21 '52. Winston-Salem, N. C., Attend -3,500 John G. Bikle, adv. mgr., P. O. Box 350 Raleigh, N. C.

Southern Business Educ. Assn.

Nov. 27-29 '52, Atlanta, Ga., Attend.—35 Miss Gladys Peck, supv. bus. educ., Dept of Education, Baton Rouge, La.

In

Texas State Teachers Assn.

Nov. 27-29 '52, El Paso, Attend.—6,000 Charles H. Tennyson, 316 W. 12th St Austin, Texas

American Vocational Association

Dec. 2-5 '52, Boston M. D. Mobley, executive secretary, 1010 Vermont Ave., Washington, D. C.

Amer. Alumni Council-Midwest Reg., Dist. 5 Dec. 3-5 '52, Highland Park, Ill., Attend .-100 James Gage, Beloit College, Beloit, Wis.

Modern Language Association of America Dec. 27-29 '52, Boston

L. R. Bradley, treasurer, 100 Washington Square, E., New York 3, N. Y.

Assn. Supervision & Curriculum Development Feb. 8-12 '53, Cleveland, Attend.—2,000 George W. Denemark, exec. sec., 1201 l6th St. N. W., Washington 6, D. C.

Rocky Mt. Speech Conf.

Feb. 12-14 '53, Denver, Attend.—500 E. E. Bradley, School of Speech, University of Denver, Denver, Colo.

Amer. Assn. of School Administrators Feb. 14-19 '53, Atlantic City Dr. Worth McClure, 1201 16th St. N.W., Washington 6, D. C.

Natl. Assn. of Secondary School Principals Feb. 21-25 '53, Los Angeles, Attend .-2,000 P. E. Elicker, 1201 16th St. N.W., Washing-

ton 6, D. C. Secondary Education Board

Mar. 6-7 '53, New York, Attend.—1,000 Esther Osgood, 186 Center St., Milton 86,

Oregon Education Assn.

Mar. 16-18 '53, Portland, Attend.—4,500 C. W. Posey, 715 S.W. Morriston St., Portland 5. Ore.

Oregon Teachers Assn.

Mar 16-18 '53, Portland, Ore., Attend .-5.000 Paul Collins, 1010 Broadway Bldg., Portland 5, Ore.

Florida Education Assn.

Mar. 19-21 '53, Tampa, Fla., Attend.—5,000 Ed Henderson, 6 Continental Bldg., Tallahassee, Fla.

New Jersey Vocational Arts Assn.

Mar. 19-21 '53, Asbury Park, N. J.

R. O. Harthmann, 63 Lexington Ave., Jersey City 4, N. J.

Palmetto State Teachers Assn.

Mar. 26-27 '53, Columbia, S. C., Attend. -5,000 W. E. Solomon, 1719 Taylor St., Columbia, S. C.

Vocational Assn. of Illinois

Mar. 26-28 '53, Peoria, Attend.—1,800 Arthur LaPointe, 228 N. LaSalle St., Rm. 634, Chicago, Ill.

Amer. Personnel & Guidance Assn. Mar. 29-Apr. 2 '53, Chicago, Attend.—

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University

Z,400 Dr. Robert H. Shaffer, pres., Indiana University, Bloomington, Ind.

Inland Empire Education Association Apr. 1-3 53, Spokane, Attend.—3,000 R. C. Anderson, West 503 Fourth Ave., Spokane 9, Wash.

Eastern Business Teachers Assn. Apr. 1-4 '53, New York, Attend.—1,200 B. A. Shilt, 722 City Hall, Buffalo 2, N. Y.

Natl. Art Education Assn. Apr. 6-11 '53, St. Louis, Attend.—2,000 Italo L. DeFrancesco, State Teachers College. Kutztown, Pa.

National Catholic Educational Assn. Apr. 7-10 '53, Atlantic City, Attend.—2,000 James E. Cummings, exhibit mgr., 1312 Massachusetts Ave. N. W., Washington,

N. E. A., Dept. Int. Council for Exceptional Children
Apr. 8-11 '53, Boston, Attend.—1,500
Harley Z. Wooden, 1201 16th St. N.W.,
Washington 6, D. C.

Ky. Negro Education Assn. Apr. 10-13 '53, Louisville, Attend.—700 W. L. Spearman, 1740 Dunesnil, Louisville

Natl. Assn. of College Stores Apr. 19-22 '53, New York, Attend.—1,000 Russell Reynolds, 33 W. College St., Oberlin,

Eastern Psychological Assn.

Apr. 24-25 '53, Boston, Attend.—1,500

Dr. G. G. Lane, University of Delaware,

Commercial Education Association
May 16 '53, New York, Attend.—1,000
Sidney Klevorick, arrangements chairman,
Central Commercial High School, New
York, N. Y.

Wisconsin Assn. for Vocational & Adult Educ. May 18-20 '53, Milwaukee, Attend.—1,000 C. D. Rejahl, 114 N. Carroll, Madison, Wisc.

Electrical

Eastern Canada All Electrical Show Oct. 5-8 '52, Montreal, Attend.—50,000 Emile St. Pierre, 423 Ontario East, Montreal,

International Assn. Electrical Inspectors S. Section
Oct. 13-15 '52, Nashville, Attend.—500
A. M. Miller, 910 W. 30th St., Richmond

Natl. Rural Electric Cooperative Assn.

Oct 20-21 '52, Lexington, Ky. C. T. Ellis, 1303 New Hampshire Ave. N.W., Washington 6, D. C.

National Electrical Industries Show Oct. 20-23 '52, New York Orkin Expositions Management, 8 W. 40th St., New York 18, N. Y.

Nati. Rural Electric Cooperative Assn.
Jan. 26-29 '53, San Francisco, Attend.—
3,500
C. T. Ellis, 1303 New Hampshire Ave.,
N.W. Washington, D. C.

SM/OCTOBER 1, 1952

Assn. Municipal Electrical Utilities ot Ontario Feb. 25-27 '53, Toronto, Attend.—1,500 W. R. Mathieson, 620 University Ave., Toronto 2, Ont., Canada

N. Central Electrical Industries
Mar. 8-11 '53, Minneapolis, Attend.—1,200
A. H. Kessler, 209 Foshay Tower, Minneapolis 2, Minn.

Engineering

Indiana Society of Prof. Engrs.
Dec. 5-6 '52, Gary, Ind., Attend.—400
Sam Busby, 714 C. of C. Bldg., Indiana-

Natl. Society of Professional Engineers of Indiana
Dec. 6-7 '52, Gary, Ind., Attend.—500
Sam Busby, Room 409, Chamber of Commerce Bldg., Indianapolis, Ind.

Amer. Society For Testing Materials Mar. 2-6 '53, Detroit C. L. Warwick, 1916 Race St., Philadelphia 3, Pa.

Ohio Society of Prof. Engrs. Mar. 5-7 '53, Columbus, Ohio, Attend.— L. A. Chacey, 40 W. Gay St., Columbus 15, Ohio

Natl. Assn. of Corrosion Engineers Mar. 16-20 '53, Chicago, Attend.—1,500 A. B. Campbell, 919 Milam Bldg., Houston

New York State Assn. of Highway Engineers Mar. 17-19 '53, Buffalo, Attend.—1,000 M. Jackson, 65 Court St., Buffalo, N. Y.

Natl. Assn. of Power Engineers Inc. Mar. 23-27 '53, Chicago, Attend.—4,200 A. F. Thompson, Suite 1736, 176 W. Adams,

American Society of Lubrication Engineers Apr. 4-7 '53, Cincinnati, Attend.—700 W. F. Leonard, 343 S. Dearborn St., Chicago 4, 111.

Entertainment

Theater Equipment & Supply Mfrs. Assn. Nov. 15-19 '52, Chicago, Attend.—2,000 Roy Boomer, 1938 Hillhurst Ave., Holly-wood 27, Calif.

Allied States Assn. Motion Pictures Exhibitors Nov. 17-19 '52, Chicago, Attend.—600 A. F. Myers, 1131 Dupont Circle Bldg., Washington 15, D. C.

Showmens League of America
Dec. 1-3 '52, Chicago, Attend.—800
J. L. Streibich, 400 S. State St., Chicago 5,

Texas Beach & Pool Assn.
Apr. 25-26 '53, Lubbock, Texas, Attend.— Roy E. Kneip, pres., 600 Houston Bldg., San Antonio, Texas

Fairs

Alabama State Fair Oct. 1-7 '52, Birmingham, Attendance — 260,000 R. H. McIntosh, State Fair Authority, Birmingham 8, Ala.

Texas State Fair Oct. 4-19 '52, Dallas, Attendance—2,000,-James Stewart, Fair Park, Dallas, Texas

Mississippi State Fair Oct. 6-11 '52, Jackson, Attend.—300,000 J. M. Dean, Administration Bldg., Fairgrounds, Jackson, Miss.

Louisiana State Fair Oct. 18-26 '52, Shreveport, La., Attendance —1,550,000 W. R. Hirsch, State Fair Grounds, Shreve-

Pensacola Interstate Fair Oct. 29-Nov. 3 '52, Pensacola, Fla., Attendance—100,000 J. E. Frenkel, Box 255, Pensacola, Fla.

Arizona State Fair Nov. 2-11 '52, Phoenix Paul F. Jones, Fair Grounds, Phoenix, Ariz.

Women's International Exposition Nov. 3-9 '52, New York, Attend.—125,000 Mrs. Addie B. Scott, VP, 480 Lexington Ave., N.Y.C., N.Y.

Royal Agricultural Winter Fair Nov. 18-26 '52, Toronto James R. Johnston, sec. Coliseum Exhibi-tion Park, Toronto, Ont.

Provincial Seed Fair Jan. 5-9 '53, Saskatchewan, Sask., Attend. —600 K. W. Gordon, Ext. Dept., Univ. of Saskatchewan, Sask.

Ohio Fair Managers Assn.
Jan. 16-17 '53, Columbus, Attend.—2,000
Mrs. Don A. Detrock, exec. sec., Holland
Theatre Bldg., Bellefontaine, Ohio.

California Mid-Winter Fair Feb. 28-Mar. 8 '53, Imperial, Calif., Attend.—60,000 D. V. Stewart, P. O. Box 308, Imperial, Calif.

Montana Winter Fair Mar. 21-27 '53, Bozeman, Mont., Attend. -25,000 George T. Sime, Box 128, Bozeman, Mont.

New Orleans Spring Fiesta Apr. 5-19 '53, New Orleans Catherine B. Dillon, 546 St. Peter St., New Orleans, La.

Hastings Show of Progress Apr. 20-24 '53, Hastings, Nebr., Attend. —12,000 Bob Garey, Box 104, Hastings, Nebr.

Fish

Natl. Fisheries Institute Apr. 13-15 '53, Washington, Attend.—700 C. E. Jackson, 724 9th St., N.W. Washington, D. C.

Flowers & Gardens

Mass. Horticultural Society Oct. 8-9 '52, Boston Arno H. Nehrling, dir., 300 Massachusetts Ave., Boston, Mass.

Northeastern Florists Assn.
Oct. 20-21 '52, Boston, Attend.—800
A. W. Hixon, 6 Gated Lane, Worcester 3. Mass.

Mass. Horticultural Society
Nov. 6-9 '52, Boston, Mass.
Arno H. Nehrling, dir., 300 Massachusetts
Ave., Boston 15, Mass.

Michigan State Horticultural Society
Dec. 2-4 '52, Grand Rapids, Mich., Attend.
—1,500
H. D. Hootman, Horticultural Bldg., Grand
Rapids, Mich.

Illinois State Horticultural Society
Dec. 8-11 '52, St. Louis, Attend.—400
Harvey B. Hartline, sec., 302 W. Walnut St.,
Carbondale, Ill.

Indiana Horticultural Society
Jan. 14-16 '53, Indianapolis, Attend.—400
R. L. Klackle, Hort. Dept., Purdue Univ.,
W. Lafayette, Ind.

Ohio State Horticultural Society
Feb. 4-6 '53, Columbus, Ohio, Attend.—500
Carl W. Ellenwood, sec., Ohio Agric. Experimental Sta., Wooster, Ohio

Garden Supply
Feb. 3-5 '53, New York
G. E. Perry, 1901 St. Paul St., Baltimore, Md.

Detroit Flower & Garden Exhibition
Mar. 21-29 '53, Detroit, Attend.—150,000
Werner M. Hoy, Rm. 231, 4484 Cass Ave.,
Detroit I, Mich.

California Spring Garden Show Apr. 30-May 8 '53, Oakland, Calif., Attend. —115,000 Ned S. Rucker, gen. mgr., 920 Fallon St., Oakland 7, Calif.

Food & Food Processing

Okla. Retail Grocers Assn.
Oct. 8-13 '52, Oklahoma City, Attend.—
25,000
I. O. Bowman, 406 American Natl. Bldg.,
Oklahoma City, Okla.

Cleveland Food Show & Home Show Oct. 9-17 '52, Cleveland H. S. Glenzer, 1847 E. 55th St., Cleveland, Okio

H. S. Glenzer, 1847 E. 55th St., Cleveland, Ohio Virginia Independent Food Dealers Asso-

ciation
Oct. 12-14 '52, Richmond
S. F. Straus, executive, secretary, 1109 E.
Cary St., Richmond 19, Va.

Ky. Wholesale Grocers Assn.
Oct. 16-18 '52, Louisville, Attend.—500
O. J. Greene, Box 1472, Lexington, Ky.

American Bakers Assn.
Oct. 18-22 '52, Chicago, Attend.—2,500
Harold Fiedler, 20 N. Wacker Drive, Chicago 6, III.

Illinois Retail Grocers Assn.
Oct. 26-27 '52, Peoria, III., Attend.—1,000
Harold P. Echternach, sec., 105 W. Monroe
St., Chicago 3, III.

St. Joseph Food Show Nov. 3-6 '52, St. Joseph, Mo. Bernard Witt, Jr., mgr., 401 N. 4th St., St. Joseph, Mo.

Natl. Assn. of Popcorn Mfrs. Nov. 12-14 '52, Chicago, Attend.—1,000 T. J. Sullivan, 110 N. Franklin St., Chicago 6, III.

Northwest Canners Assn.
Jan. 19-20 '53, Seattle, Attend.—850
C. R. Tulleys, 514 Board of Trade Bldg.,
Portland, Ore.

Miami Food & Beverage Show Jan. 21-25 '53, Miami, Attend.—75,000 E. J. Seifrit, pres., 615 Southwest Second Ave., Miami, Fla.

United Fresh Fruit & Vegetable Assn.
Jan. 26-31 '53, Los Angeles, Attend.—4,000
Alan T. Rains, 777 14th St., Washington,
D. C.

Western States Meat Packers Assn.
Feb. 11-13 '53, San Francisco, Attend.—2,000
E. F. Forbes, pres. & gen. mgr., 604 Mission St., San Francisco, Calif.

Natl. Canners Assn.
Feb. 21-26 '53, Chicago, Attend.—16,000
Carlos Campbell, 1133 20th St., N.W.,
Washington, D. C.

Middlesex Seed Fair & Food Show Mar. 1-7 '53, London, Ont., Attend.—1,500 W. K. Riddell, sec. treas., Dept. of Agriculture, 208 Richmond Bldg., London, Ont.

Kansas Food Dealers Market Week
Apr. 18-19 '53, Kansas City, Kan., Attend.
—500
C. M. Sandstrom, sec. mgr., 415 Bennett
Bldg., Kansas City, Kan.

United States Wholesale Grocers Assn. Apr. 19-22 '53, New Orleans H. O. Smith, Jr., 837 Investment Bldg., Washington 5, D. C.

Frozen Food Expositions of America Apr. 20-23 '53, New York Herman L. Erlichman, 20 E. Herman St., Philadelphia 44, Pa.

Assn. of Operative Millers May 17-22 '53, Minneapolis, Attend.—1,000 Donald S. Eber, sec., 639 Board of Trade Bldg., Kansas City 6, Mo.

Super Market Institute
May 24-28 '53, Cleveland, Attend.—10,000
Don Parsons, 500 N. Dearborn St., Chicago

Forestry, Lumber & Millwood

Okla. Lumbermen's Assn. Oct. 19-23 '52, Okla. City, Attend.—2,000 Bill Morgan, 815 Leonhardt Bldg., Okla. City, Okla.

Ohio Assn. of Retail Lumber Dealers Jan. 4-8 '53, Cincinnati, Attend.—4,000 F. M. Torrence, Box 152, Zenia, Ohio

Kentucky Retail Lumber Dealers Assn. Jan. 12-14 '53, Louisville, Attend.—1,000 Don A. Campbell, sec., Lebanon, Ky.

Ohio Forestry Assn.
Jan. 22-24 '53, Columbus, Attend.—500
William Laybourne, Southern Hotel, Columbus 15, Ohio

West Virginia Lumber & Bldrs. Supply Dealers Assn. Jan. 25-27 '53, Charleston, W. Va., Attend. —300 Sam H. Diemer, sec., P. O. Box 1589, Fairmont, W. Va.

Northeastern Retail Lumbermen's Assn. Jan. 26-29 '53, New York, Attend.—5,000 G. Kenneth Milliken, exec. asst., 339 East Ave., Rochester 4, N. Y.

Southwestern Lumbermen's Assn.
Jan. 28-30 '53, Kansas City, Mo., Attend.
—4,000
Allan T. Flint, sec. mgr., 513 R. A. Long
Bldg., Kansas City 6, Mo.

Western Retail Lumbermen's Assn.
Jan. 29-30 '53, Winnipeg, Canada, Attend
—350
J. K. Carpenter, 1319 W. Nickerson, Spo
kane, Wash.

Michigan Retail Lumber Dealers Assn. Feb. 3-5 '53, Grand Rapids, Mich., Attend —2,000 Hunter M. Gaines, sec., 1009 Bank of Lansing, Lansing 16, Mich.

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Middle Atlantic Lumbermen's Assn. Feb. 3-6 '53, Atlantic City, Attend.—1,00(R. A. Jones, 1528 Walnut St., Philadelphia 2, Pa.

Lumber Dealers Assn. of Western Pa. Feb. 4-5 '53, Pittsburgh, Attend.—1,000 R. F. McCrea, 209 Plaza Bldg., Pittsburgh Pa.

Mountain States Lumber Dealers Assn. Feb. 4-6 '53, Denver, Attend.—1,000 J. V. Smith, sec. mgr., 217 Colorado Nati Bank Bldg., Denver, Colo.

Wisconsin Retail Lumbermen's Assn.
Feb. 16-18 '53, Milwaukee, Attend.—3,500
H. P. McDermott, sec., 501 Milwaukee Gas
Co. Bldg., Milwaukee 2, Wis.

North Dakota Retail Lumbermen's Assn. Mar. 3-4 '53, Fargo, N. D., Attend.—550 Maynard A. Finch, sec., 714 11th Ave., N. Fargo, N. D.

Indiana Lumber & Builders Supply Assn. Mar. 3-5 '53, Indianapolis Carl W. Nagle, 620 K of P Bldg., Indianapolis, Ind.

Mississippi Retail Lumber Dealers Assn. Mar. 12-13 '53, Jackson, Miss., Attend.—400 E. B. Lemmons, sec.-treas., P. O. Box 1968, 650 S. State St., Jackson 5, Miss.

South Dakota Retail Lumbermen's Convention
Mar. 18-20 '53, Sioux Falls, S. D.
R. J. McNerney, 535 E. 6th St., Box 881,
Sioux Falls, S. D.

Southern Calif. Retail Lumber Assn. Apr. 7-9 '53, Los Angeles, Attend.—1,750 Orrie W. Hamilton, exec. VP, 111 W. 7th St., Room 1018, Los Angeles 14, Calif.

Amer. Wood-Preservers' Assn.
Apr. 28-30 '53, Cleveland, Attend.—850
W. A. Penrose, 839 17th St., N.W., Washington 6, D. C.

Gifts & Jewelry

New Haven Antiques Show Oct. 1-4 '52, New Haven, Conn., Attendance—15,000 M. Cottler, director, 220 Park St., New Haven II, Conn.

Washington Gift Show
Oct. 5-8 '52, Washington, Attend.—1.500
Donald C. Little, 220 Fifth Ave., New York
I, N. Y.

Lancaster Antiques Exposition Oct. 6-9 '52, Lancaster, Pa. Mrs. Mabel Renner, 483 W. Market St., York, Pa.

Montreal Gift Show Oct. 6-9 '52, Montreal, Attend.—2,000 H. W. Young, 9 Duke St., Toronto, Ont. Oct. 13-18 '52, New York C. J. Nuttall, pres., 660 Madison Ave., New York 21, N. Y.

Norristown Antique Show Oct. 20-23 '52, Norristown, Pa. Dora E. Seeley, mgr., Ambler, Penna.

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Copley Plaza Antiques Show Oct. 27-30 '52, New York Mrs. Dorothy Hazen, mgr., 660 Madison Ave., New York, N. Y.

Philadelphia Antiques Fair Nov. 3-6 '52, Philadelphia C. J. Nuttall, pres., 660 Madison Ave., New York, N. Y.

Hershey Antiques Exposition Dec. 1-4 '52, Hershey, Pa. Mrs. Mabel I. Renner, 483 Market St., York,

Orlando Antiques Show Feb. 9-12 '53, Orlando, Fla., Attend.—1,800 Miss A. Wright, 1525 W. Washington St., Orlando, Fla.

Detroit Gift Show Mar. 1-5 '53, Detroit, Attend.—2,000 Walter E. Offinger, mgr., 15-117 Merchan-dise Mart, Chicago, III.

National Antiques Show Mar. 9-15 '53, New York, Attend.—100,000 Morton Yarmon, 97 Duane St., New York 17, N. Y.

Montreal Gift Show Mar. 9-12 '53, Montreal, Attend.—2,000 H. W. Young, 9 Duke St., Toronto, Ont.

Philadelphia Gift Show Mar. 21-28 '53, Philadelphia, Attend.—2,500 George F. Little, mgr., 220 Fifth Ave., New

Copley Antique Show Apr. 6-9 '53, Boston Mrs. Dorothy Hazen, mgr., 660 Madison Ave., New York 21, N. Y.

Oklahoma Retail Jewelers Assn. Apr. 12-13 '53, Oklahoma City, Attend. —750 H. C. Stuhr, 312 W. Main St., Oklahoma City, Okla.

New York Antiques Fair Apr. 13-18 '53, New York C. J. Nuttall, pres., 660 Madison Ave., New York 21, N. Y.

Glass & Pottery

Associated Glass & Pottery Mfrs.
Jan. 8-16 '53, Pittsburgh, Pa., Attend.— J. M. Hammer, Box 227, Knox, Pa.

Government

Mass. Assn. of Sealers of Weights & Measures
Oct. 2 3 '52, Cambridge, Mass.
A. L. Kennedy, 168 Cohasset St., Worcester, Mass.

National Institute of Governmental Pur-Oct. 19-22 '52, Chicago, Attendance-1,-A. H. Hall, 730 Jackson Pl., N.W., Washington 6, D. C.

Illinois Assn. of Park Districts
Oct. 23-25 '52, Rockford, III., Attend.—300
Marjorie Dickinson, 4011/2 E. Capitol,
Springfield, III.

Graphic Arts

Screen Process Printing Assn.
Oct. 25-29 '52, Chicago, Attend.—2,000
D. P. Novak, 549 W. Randolph St., Chicago,

National Hardware Show Oct. 6-10 '52, New York Charles Snitow, managing director, 331 Madison Ave., New York, N.Y.

American Hardware Manufacturers Assn.
Oct. 12-14 '52, Atlantic City, Attend.— 2,000 A. L. Faubel, 342 Madison Ave., New York, N. Y.

Eastern Canada Hardware Show
Jan. 19-22 '53, Montreal, Attend.—40,000
Emile St. Pierre, P. O. Box 27, Station T,
Montreal, Que.

Penna. & Atlantic Seaboard Hardware Assn. Jan. 20-22 '53, Phila., Attend.—2,000 W. Glenn Pearce, mgr. dir., 1616 Walnut St., Rm. 710, Phila. 3, Pa.

Indiana Retail Hardware Assn.
Jan. 27-29 '53, Indianapolis, Attend.—3,000
G. F. Sheely, mgr. dir., 333 N. Penn St.,
Indianapolis 4, Ind.

Ontario Retail Hardware Assn. Feb. 2-4 '53, Toronto, Attend.—8,000 Robert U. Lamb, exhibit mgr., 1835 Yonge St., Toronto, Ont.

Oklahoma Hardware & Implement Assn. Feb. 3-5 '53, Oklahoma City R. K. Thomas, sec. mgr., 515 Midwest Bldg., Oklahoma City, Okla.

Feb. 3-5 '53, Cleveland, Attend.—7,500 John B. Conklin, sec.-treas., 198 S. High St., Columbus 15, Ohio

Wisconsin Retail Hardware Assn.
Feb. 3-5 '53, Milwaukee, Attend,—3,300
H. A. Lewis, sec. treas., 200 Strongs Ave.,
Stevens Point, Wis.

Kentucky Retail Hardware Assn. Feb. 10-12 '53, Louisville, Ky., Attend.—500 Dwayne W. Laws, sec. treas., 501-502 Republic Bldg., Louisville, Ky.

lowa Retail Hardware Assn. Feb. 10-13 '53, Des Moines, Attend.—6,000 Philip R. Jacobson, sec. treas., Box 238, Mason City, Iowa

Pacific Southwest Hardware Assn. Feb. 17-19 '53, Long Beach, Calif., Attend. -5,000 A. C. Kammeir, 416 W. 8th St., Los Angeles 14, Calif.

Michigan Retail Hardware Assn. Feb. 18-19 '53, Detroit, Attend.—5,000 H. W. Schumecher, 1916 Olds Tower Bldg., Lansing 8, Mich.

New England Hardware Dealers Assn. Feb. 23-25 '53, Boston, Attend.—8,000 Russell R. Mueller, exec. sec., 185 Dart-mouth St., Boston 16, Mass.

Missouri Retail Hardware Assn.
Mar. 3-5 '53, St. Louis, Mo., Attend.—4,500
H. F. Scherer, 1189 Arcade Bldg., St.
Louis, Mo.

West Virginia Hardware Assn. Mar. 16-18 '53, Charleston, W. Va., Attend. -450 James C. Fielding, sec., 1628 McClung St., Charleston, W. Va.

Alabama Retail Hardware Assn. Apr. 19-21 '53, Birmingham, Attend.—600 Mrs. E. G. Ramsey, 1006 Frank Nelson Bldg., Birmingham, Ala.

Health, Recreation & Welfare

American Association of Blood Banks
Oct. 9-11 '52, Milwaukee, Attendance—725
Dr. J. W. Davenport, Jr., Southern Baptist
Hospital, 2700 Napoleon Ave., New Orleans 15, La.

National Safety Council Congress Oct. 20-24 '52, Chicago, Attendance — 8,000 R. L. Forney, 425 N. Michigan Ave., Chicago II, III.

American Public Health Association Oct. 20-24 '52, Cleveland, Attendance— 5,000 Williamina Walsh, 1790 Broadway, New York 19, N. Y.

American Dietetic Association Oct. 21-24 '52, Minneapolis Mildred L. Egeberg, business manager, 620 N. Michigan Ave., Chicago 11, III.

Natl. Society for Crippled Children & Oct. 25-30 '52, San Francisco, Attend.— 2,000 L. J. Linck, 11 S. LaSalle St., Chicago, Ill.

Pa. Assn. for Health Physical & Recreation Dec. 11-13 '52, Reading, Pa., Attend.— 1,000 Dr. Karl Oermann, Cath of Learning, Pittsburgh 13, Pa.

THE PROPERTY CONTRACT

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Assn. for Health, Physical Ed. & Rec. Jan. 21-24 '53, Syracuse, N. Y., Attend.— J. Kuhnert, Board of Education, Mt. Vernon, N. Y.

Wisconsin Council of Safety
Feb. I '53, Milwaukee, Attend.—1,000
R. W. Gillette, State Office Bldg., Room
234, Madison, Wis.

Assn. of Private Camps Feb. 11-14 '53, New York, Attend.—2,600 E. A. Michaelson, 55 W. 42nd St., New York, N. Y.

Texas Public Health Assn.
Feb. 15-18 '53, Galveston, Texas, Attend.
—500 Earle W. Sudderth, Court House, Dallas, Texas

Natl. Sanitary Supply Assn.
Feb. 22-27 '53, Chicago, Attend.—3,500
L. J. Kelly, 139 N. Clark St., Chicago 2, Ill.

Philadelphia Regional Safety Conference Mar. 3-4 '53, Phila., Attend.—3,000 W. W. Matthews, 17th & Sansom Sts., Phila.

Greater New York Safety Council Mar. 25-28 '53, New York, Attend.—10,000 Paul F. Stricker, exec. VP, 60 E. 42nd St., New York, N. Y.

Massachusetts Safety Council Mar. 30-31 '53, Boston, Attend.—3,000 Edgar F. Copell, pres., 31 State St., Boston 9. Mass.

Texas State Nutrition Council Apr. 11-12 '53, Mineral Wells, Texas, At--200 tend. Mrs. Mary E. Evans, Box 3, Wylie, Texas

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All-Ohio Safety Congress & Exhibit
Apr. 14-16 '53, Columbus, Attend.—3,000
R. T. Spencer, State Office Bldg., Rm. 611, Columbus, Ohio

Industrial Accident Prevention Assn. Apr. 20-21 '53, Toronto, Attend.—3,380 R. G. D. Anderson, gen. mgr., 600 Bay St., Toronto, Ont.

American Industrial Hygiene Assn. Apr. 21-23 '53, Los Angeles, Attend.—400 Dr. H. F. Smyth, 4400 5th Ave., Pittsburgh 13, Pa.

Ohio State Dietetic Assn. Apr. 24-25 '53, Cleveland, Attend.—300 Mrs. Frances Krone, pres., Cincinnati Gen-eral Hospital, Cincinnati, Ohio

Western Pa. Safety Council Apr. 28-30 '53, Pittsburgh, Attend.—2,500 H. H. Brainerd, 605 Park Bldg., Pittsburgh 22, Pa.

Virginia State Wide Safety Conf. May 7-9 '53, Roanoke, Attend.—2,000 Col. W. M. Myers, exec. sec., 803½ E. Main St., Richmond 19, Va.

Central N. Y. Safety Conference & Exhibit May 10-13 '53, Syracuse, Attend.—4,000 Walter L. Fox, mgr., Safety Div. Syracuse Chamber of Commerce, Syracuse 2, N. Y.

North Carolina Industrial Safety Conf. May 13-15 '53, Winston-Salem, N. C., Attend.—1,000 S. Baucom, N. C. Industrial Comm, Raleigh, N. C.

National Industrial Recreation Assn. May 18-20 '53, Cleveland, Attend.—400 J. W. Fulton, exec. sec., 203 N. Wabash Ave., Chicago I, III.

Natl. Conference of Social Work May 21-23 '53, San Jose, Calif., Attend.— 1.000 J. R. Hoffer, 22 W. Gay St., Columbus,

Texas Safety Assn.
May 30-31 '53, Houston, Attend.—1,000
J. O. Musick, 830 Littlefield Bldg., Austin

Natl. Tuberculosis Assn. May 31-June 5 '53, Los Angeles, Attend. -2.500 Henry B. Stevens, bus. mgr., 1790 Broadway, New York 19, N. Y.

Natl. Conference of Social Work
May 31-June 5 '53, Cleveland, Attend.—
1,000 J. R. Hoffer, 22 W. Gay St., Columbus,

Heating, Plumbing & Refrigeration

Natl. Assn. Practical Refrigerating Engrs. Nov. 12-14 '52, Dallas, Attend.—400 Emerson Brandt, 435 N. Waller Ave., Chicago 44, III.

Institute of Cooking & Heating Appliance

Mfrs.
Dec. 1-3 '52, Cincinnati, Attend.—800
Samuel Dunckel, mgr. dir., Shoreham Hotel,
Washington 8, D. C.

All-Industry Refrigeration & Air Conditioning Exp.
Dec. 5-7 '52, Miami, Attend.--12.000George E. Mills, show mgr., 1346 Connecticut Ave., Washington 6, D. C.

Kansas Master Plumbers Assn. Feb. 13-14 '53, Wichita, Kans., Attend. F. O. Babcock, 353 N. Water, Wichita, Kans.

Associated Plumbing & Heating Contractors

of Okla. Mar. 12-14 '53, Tulsa, Attend.— H. P. Douglas, 528 N.W. 17th Douglas, 528 N.W. 17th St., Okla. City, Okla.

Natl. Sanitary Supply Assn.
Mar. 22-25 '53, Chicago, Attend.—4,000
L. J. Kelly, exec. VP, 139 N. Clark St.,
Chicago, III.

Oil Heat Institute of Washington Apr. 15 '53, Spokane, Attend.—400 Robert Elmslie, 305 Lloyd Bldg., Seattle,

Hobbies & Toys

National Button Society Oct. 2-5 '52, Buffalo, N. Y., Attend.—300 Victor Flint, 2400 N. Murray Ave., Milwaukee, Wis.

Canaries & Cage Birds Amer. Color Breeders Nov. 18-23 '52, Oakland, Calif., Attend.— 40,000 Helen Kneller, Lecantio, Fla.

American Stamp Dealers Assn. Nov. 21-23 '52, New York, Attend.—20,000 Peter G. Keller, 65 Nassau St., New York

Toy Manufacturers of the U. S. A.
Dec. 8-9 '52, New York, Attend.—200
H. D. Clark, 200 5th Ave., New York 10,

Association of South Jersey Stamp Clubs Mar. 6-8 '53, Camden, N. J., Attend.-2.000 Clifford F. Bieber, 63 N. Dudley St., Camden, N. J.

American Toy Fair Mar. 7 '53, New York, Attend.—10,000 H. D. Clark, sec., 200 5th Ave., New York 10, N. Y.

Garfield Perry Stamp Club Mar. 17-20 '53, Cleveland, Attend.—5,000 John H. Andrew, Hotel Allerton, Cleveland,

Home Shows

Ohio Home Builders Nov. 23-25 '52, Cincinnati, Attend.—500 A. H. Falace, Virginia Hotel, Columbus,

Natl. Assn. of Home Builders Jan. 18-22, '53, Chicago, Attend.—17,000 Paul S. Van Auken, III W. Jackson Blvd., Chicago, III.

Toledo Blade Home & Travel Show Feb. 7-15 '53, Toledo, Ohio, Attend.—75,000 Milt H. Tarloff, dir., 505 Spitzer Bldg., Toledo 4, Ohio

Home Builder's Assn. of Greater St. Louis Feb. 21-Mar. 1 '53, St. Louis, Attend.— 100,000 J. Loosley, pres., 1624 Delmar Blvd., St. Louis 3, Mo.

Greater Cleveland Home & Flower Show Feb. 28-Mar. 8 53, Cleveland, Attend .-200.000

Ralph P. Stoddard, mgr., dir., 520 Leader Bldg., Cleveland 14, Ohio

Milwaukee Home Show Mar. 7-14 '53, Milwaukee, Attend.—90,000 John J. Roache, exec. dir., 606 W. Wisconsin Ave., Milwaukee, Wis.

California International Home Show March 7-15 '53, Oakland, Calif. J. I. Hennessy, 277 W. MacArthur Blvd. Oakland, Calif

Central Pennsylvania Builders Show Mar. 9-14 '53, Harrisburg, Pa., Attend,-300.000 J. L. Barren, sec., 2501 N. Front St., Harrisburg, Pa.

Miami Home Show Mar. 22-29 '53, Miami, Attend.—120,000 C. H. Brooks, mgr., 8426 N.W. 2nd Ave.,

Oklahoma Greater Home Show Mar. 22-29 '53, Oklahoma City, Attend.-Gus Fields, 329 Biltmore Hotel, Oklahoma City. Okla.

Columbus Home Show Apr. 19-24 '53, Columbus, Ohio J. A. Keight, 1175 Dublin Rd., Columbus

Charlotte Observer Home Show Apr. 22-25 '53, Charlotte, N. C., Attend. -25.000 F. Earl Crawford, dir., The Charlotte Observer, Charlotte, N. C.

Eastern Canada Better Home & Industrial Bldg. Show May 11-16 '53, Montreal, Attend.—40,000 Emile St. Pierre, P. O. Box 27, Station T. Montreal, Que.

New Orleans Home Show May 16-24 '53, New Orleans Eugene W. Rowe, mgr. dir., 427 Carondelet St., New Orleans, La.

Hotels & Restaurants

Pacific Coast Reg. Restaurant Oct. 6-8 '52, Los Angeles Wm, W. Bradford, conv. mgr., 448 S. Hill St., Los Angeles, Calif.

Indiana Restaurant Assn. Oct. 7-9 '52, Indianapolis, Attend.—2,000 N. E. Bess, 701 State Life Bldg., Indianapolis, Ind.

Ohio State Restaurant Assn. Oct. 9-10 '52, Columbus Robert R. Williams, 600 Beggs Bldg., Columbus 15, Ohio

Kansas Restaurant Assn. Oct. 9-11 '52, Wichita, Kan., Attend.—1,500 J. A. Wolf, 115 S. Main St., Wichita Kan.

Oklahoma Restaurant Assn.
Oct. 28-30 '52, Tulsa, Attend.—1,000
Robroy Price, 2207 N. Broadway, Okla. City, Okla.

Illinois State Restaurant Assn. Oct. 28-31 '52, Springfield, III., Attend. 1,000 J. F. Curtis, 626 E. Capitol Ave., Springfield, III.

National Hotel Exposition Nov. 10-14 '52, New York, Attend.—95,000 A. L. Lee, 141 W. 51st St., New York 19, N. Y. Leader

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Washington, D. C. Restaurant Assn.
Dec. 1-4 '52, Washington, Attend.—5,000
R. J. Wilson, 2003 Eye St., N. W. Washington, D. C. Hotel Assn. of Ontario

Montreal 26, Que.

Jan. 12-14 '53, Toronto, Attend.—1,000 J. R. Corbett, 45 King St., E., Toronto, Ont. Hotel & Restaurant Suppliers Assn. Jan. 13-15 '53, Montreal, Attend.—5,000 W. T. Farrell, sec., 1638 Sherbrooke St. W.,

Oregon Motor Court Assn. Nov. 12:14 '52, Portland, Ore., Attend.—250 G. J. Gutfleisch, P. O. Box 2005, Portland

Hotel Sales Management Assn. Intl. Nov. 23-25 '52, Chicago, Attend.—350 Esther Q. Joyce, 209 S. High St., Columbus

Wis. Restaurant Assn. Food & Equip. Expo. Feb. 24-26 '53, Milwaukee, Attend.—6,000 E. r. Conforti, 161 W. Wisconsin St., Milwausse 4. Wis.

Canadian Restaurant Assn.

Mar. 23-25 '53, Toronto, Attend.—5,000

Mrs. F. G. Montgomery, mgr. dir., 415

Blos. St., W., Toronto, Ont.

Mid-American Restaurant Exposition
Apr. 7-9 '53, Cleveland, Attend.—4,000
R. R. Williams, 600 Beggs Bldg., Colum-

National Restaurant Assn. May 11-14 '53, Chicago, Attend.—21,000 Frank J. Wiffler, 8 S. Michigan Ave., Chicago 3, III.

All Southern Hotel Exposition
May 25-27 '53, Atlanta, Ga., Attend.—1,500
S. R. Styron, 1216 Rhodes Harverty Bldg., Atlanta 3, Ga.

House Furnishings

Natl. Assn. of Bedding Manufacturers Nov. 10-12 '52, Chicago, Attend.—1,500 W. H. Gleason, Rm. 1407, Merchandise Mart, Chicago 54, III.

American Furniture Mart Jan. 5-16 '53, Chicago, Attend.—50,000 Frank S. Whiting, VP, 666 Lake Shore Drive,

Grand Rapids Furniture Exposition Jan. 5-16 '53, Grand Rapids, Mich., Attend.—3,000 C. F. Campbell, 427 E. Fulton St., Grand Rapids 3, Mich.

New York Lamp Show
Jan. 11-16 '53, New York, Attend.—5,000
Geo. F. Little, 220 5th Ave., New York I,

Natl. Housewares & Home Appliance Exhibit Jan. 15-22 '53, Chicago, Attend.—15,000 A. W. Buddenberg, 1140 Merchandise Mart, Chicago 54, III.

New York Curtain & Drapery Show
Jan. 18-23 '53, New York, Attend.—2,500
H. M. Waters, Natl. Exhibitors, RHD #1,

Armory Furniture Show
Jan. 19-23 '53, New York, Attend.—10,000
W. S. Orkin, 80 W. 40th St., New York 18,
N. Y.

New York Furniture Exchange Exposition Jan. 19-24 '53, New York, Attend.—15,000 J. J. Meiniker, 206 Lexington Ave., New

Los Angeles Lamp & Picture Show Jan. 25-29 '53, Los Angeles Woody C. Klingborg, gen. mgr., Los Angeles Trade Fair, Inc., 1151 S. Broadway, Los Angeles, Calif.

Venetian Blind Assn. of America Jan. 26-30 '53, New Orleans, Attend.— 1,200 Minita Westcott, mgr. dir., 2217 Tribune Tower, Chicago II, III.

Los Angeles Furniture Market Jan. 26-30 '53, Los Angeles A. V. MacDonald, mng. dir., 2155 E. 7th St., Los Angeles, Calif.

Western Merchandise Mart Feb. 2-6 '53, San Francisco Frank K. Runyan, pres., 1355 Market St., San Francisco 3, Calif.

Assn. of Ice Industries of Canada Oct. 21-22 '52, Ste-Adele-En-Haunt, Canada, Attend.—75 Mrs. Mildred E. Croft, 378 Eglinton Ave., E. Toronto 12, Ont.

National Association of Ice Industries Nov. 11-14 '52, Cincinnati, Attend.—1,000 Mount Taylor, 1706 L St. N.W., Washington 6, D. C.

ice Manufacturers Assn. of Mo. Valley
Jan. 12-14 '53, Kansas City, Mo., Attend.
—200 V. A. Esphorst, 3820 Washington Blvd., St.

Association of Ice Industries of Indiana Apr. 6-8 '53, French Lick, Ind., Attend.—150 Robert W. Walton, 500 Board of Trade Bldg., Indianapolis 4, Ind.

Insurance

Mutual Insurance Advertising Sales Confer-Oct. 12-17 '52, Philadelphia H. F. Swanson, 919 N. Michigan, Chicago 11, 111.

National Negro Insurance Association Oct. 21-24 '52, Houston, Attendance—350 A. P. Bentley, 1183 E. Long St., Columbus,

Farmers Automobile Insurance Group Apr. 6-10 '53, Los Angeles, Attend.—1,000 Bernice Plett, 4680 Wilshire, Los Angeles 54, Calif.

Labor

Union Industries Show Apr. 18-25 '53, Minneapolis, Attend,— 10,000 Raymond F. Leheney, Dir., A.F. of L. Bldg., Washington I, D. C.

Amer. Business Law Assn.
Dec. 29-31 '52, Chicago, Attend.—200
John F. Sembower, 7 S. Dearborn St., Chicago 3, III.

Indiana State Bar Assn. Jan. 7-11 '53, Indianapolis, Attend.—300 Robert Coleman, 749 Bankers Trust Bldg., Indianapolis, Ind.

Leather & Leather Products

National Shoe Fair Oct. 26 '52, Chicago, Attendance—10,000 G. E. Gayou, general manager, Palmer House, Chicago, III.

Northwest Shoe Travelers Inc. Nov. I-4 '52, St. Paul, Minn., Attend.—I,600 Ed Trench, conv. chm., 2095 Highland Pkwy., St. Paul, Minn.

Southwestern Shoe Travelers Assn. Nov. 9-12 '52, Dallas, Attend.—2,000 Paul B. Schroeder, Fidelity Bldg., Dallas,

Southeastern Shoe Travelers Nov. 11-14 '52, Atlanta, Attend.—2,200 E. M. Cousins, Tutwiler Hotel, Birmingham,

National Shoe Mfrs. Assn. Factory Management Conf.
Apr. 26-28 '53, Cincinnati, Attend.—600
H. R. Quinby, 940 Chrysler Bldg., New York
17, N. Y.

Northwestern National Shoe Travelers Assn. Show May 3-6 '53, St. Paul Ed Trench, 2095 Highland Parkway, St. Paul

Library

North Dakota State Library Assn.
Oct. 2-3 '52, Williston, N. D., Attend.—50
Mrs. Helen Tracy, Public Library, Valley City, N. D.

Miss. Library Assn. Oct. 2-4 '52, Jackson, Miss., Attend.—175 Miss Anona Jenkins, Public Library, Clarks-

New York Library Association Oct. 19-22 '52, Lake Placid, N. Y. Mrs. D. G. Rausch, 74 Chapel St., Albany, N. Y.

Catholic Library Assn. Apr. 7-11 '53, Columbus, Ohio, Attend.— 650 J. M. Lynn, 209 Vine Ave., Parkridge, III.

Lumber & Millwork

Wisconsin Retail Lumbermen's Assn.
Feb. 16-18 '53, Milwaukee, Attend.—3,500
H. P. McDermott, sec., 501 Milwaukee Gas
Co. Bldg., Milwaukee, Wis.

Machinery

Amer. Supply & Machinery Mfrs. Assn. Apr. 12-16 '53, Miami, Attend.—3,000 R. K. Hanson, gen. mgr., 1346 Connecticut Ave., Washington 6, D. C.

Natl. Supply & Machinery Distributors Assn. May 17-19 53, Atlantic City, Attend.— 3,000 R. K. Hanson, 1108 Clark Bldg., Pittsburgh

Scuthern Supply Machinery Distributors May 17-19 '53, Atlantic City, Attend.—3,000 R. K. Hanson, 1108 Clark Bldg., Pittsburgh

National Materials Handling Exposition May 18-22 '53, Philadelphia, Attend.—7,500 Clapp & Poliak Inc., 341 Madison Ave., New

Marketing & Merchandising

Five Cents to \$5.00 Variety Store Merchan-

diser Clinic Feb. 20-27 '53, New York, Attend.—500 Robert F. Bennett, exec. asst., 192 Lexington Ave., New York 16, N.Y.

New York Variety Merchandise Fair Mar. 8-13 '53, New York, Attend.—5,000 A. Tarshis, 12 W. 72nd St., New York, N. Y.

Natl. Assn. of Direct Selling Companies Inc. May 31-June 3 '53, Chicago, Attend.—450 J. M. George, 165 Center St., Winona,

Medical

Mississippi Valley Medical Society

Oct. 1-3 '52, St. Louis, Attend .- 2,000 Dr. Harold Swanburg, 290-244 WCU Bldg., Quincy, III.

Ky. Assn. of Chiropractors

Oct. 3-5 '52, Louisville, Attend.—250 Dr. J. F. White, Somerset, Ky.

Missouri Assn. Osteopathic Physicians & Surgeons

Oct. 6-8 '52, Joplin, Mo., Attend.—500 L. D. Jones, 325 E. McCarty St., Jefferson

Kansas City Southwest Clinical Society

Oct. 6-9 '52, Kansas City, Mo. E. Leas Clower, exec. sec., 630 Shubert Bldg., Kansas City, Mo.

Connecticut Nurses Assn.

Oct. 7-9 '52, Hartford, Attend.—1,500 Mrs. Helen M. Cullen, 252 Asylum St., Hartford 13, Conn.

Manitoba Medical Association

Oct. 7-10 '52, Winnipeg, Manitoba, Attendance-700

Dr. M. T. MacFarland, executive secretary, Medical Arts Building, Winnipag, Manitoba

Nashville Pg. Med. Assembly

Bldg., Nashville, Tenn.

Oct. 8-10 '52, Nashville, Tenn., Attend.-5,000 C. N. Gessler, chman., 647 Doctors

Amer. Urolog. Assn., N. Central Sect.

Oct. 8-11 '52, Minneapolis, Attend.-400 Dr. Wm. J. Engel, sec., 2020 E. 93rd St., Cleveland, Ohio

New York State Osteopathic Society

Oct. 9-11 '52, Rochester, Attend.—200 Dr. R. E. Cole, 417 Main St., Geneva, New

Utah Nurses Assn.

Oct. 11-13 '52, Salt Lake City, Attend. E. G. Richards, 158 E. 2nd St., Salt

Lake City, Utah

American Academy of Ophthalmology & Otolaryngology

Oct. 12-17 '52, Chicago, Attendance -5,000 Dr. W. L. Benedict, 100 1st Ave., Roch-

ester, Minn.

Iowa State Nurses Assn. Oct. 13-16 '52, Davenport, Iowa, Attend. -500

Jesse Norelius, 503 Shope Bldg., Des Moines

American Society of Clinical Pathologists Oct. 13-17 '52, Chicago, Attendance -1.000

Dr. C. G. Culbertson, 1040 W. Michigan St., Indianapolis 7, Ind.

Miss. State Hospital Assn.

Oct. 16-17 '52, Jackson, Miss. R. M. Castle, Rush Memorial Hospital, Meridian, Miss.

Western Orthopaedic Assn.

Oct. 16-20 '52, San Diego, Attend.—500 Dr. Vernon C. Thompson, sec., 1136 W. 6th St., Los Angeles, Cal.

Fellows Pediatric Research Society

Oct. 18-20 '52, Chicago, Attend.—250 Dr. E. W. Demeur, 130 S. Oak Park Ave., Oak Park, III.

American Academy of Pediatrics National Meeting

Oct. 18-23 '52, Chicago, Attendance -1.000 Dr. C. G. Grulee, 636 Church St., Evanston, Ill.

Ohio Optometric Assn.

Oct. 19-20 '52, Toledo, Ohio, Attend.-450 Dr. H. G. Mote, 8 E. Long St., Columbus,

New York State Nurses Assn.

Oct. 19-24 '52, New York, Attend.—1,200 Steven K. Herlitz, exh. mgr., 280 Madison Ave., New York, N. Y.

American Dietetic Association

Oct. 21-24 '52, Minneapolis, Attendance-9.000 M. L. Egeberg, 620 N. Michigan Ave., Chicago, Ill.

National Gastroenterological Association Oct. 21-24 '52, New York, Attendance-600

Steven K. Herlitz, 280 Madison Ave., New York 16, N. Y.

Okla. State Nurses Assn.

Oct. 22-24 '52, Ardmore, Okla., Attend. -300 Mrs. Nan H. Green, 403 Hightower Bldg., Okla. City, Okla.

San Francisco Heart Disease Assn.

Oct. 22-25 '52, San Francisco, Attend.-200 Miss Gladys T. Daniloff, exec. sec., 604 Mission St., San Francisco, Calif.

American Podiatry Council

Oct. 26 '52, New York Dr. L. J. Friedman, chairman exh., 1186 Broadway, New York, N. Y.

Oklahoma City Clinical Society

Oct. 26-29 '52, Oklahoma City Mrs. M. R. Waller, executive secretary, 512 Medical Arts Building, Oklahoma

American College of Osteopathic Surgeons Oct. 26-30 '52, Columbus, Ohio, Attendance-800 Steven K. Herlitz, convention manager, 280

Madison Ave., New York 16, N. Y.

Ontario Hospital Assn.

Oct. 27-29 '52, Toronto, Attend.—2,000 Arthur J. Swanson, 135 St. Clair Ave. W., Toronto, Ont.

Omaha Midwest Clinical Society

Oct. 27-31 '52, Omaha, Attend.-1,200 Dr. D. J. Wilson, 1031 Med. Arts Bldg. Omaha 2, Nebr.

New England Post Graduate Assembly

Oct. 28-30 '52, Boston

R. St. B. Boyd, 8 Fenway, Boston, Mass,

Indiana Medical Assn.

Oct. 28-30, Indianapolis, Attend.-2,000 R. E. Smith, 1021 Hume Mansur Bldg., Indianapolis 4, Ind.

Canadian Assn. of Occupational Therapy

Nov. 1-3 '52, London, Ont., Attend.—275 Helen LeVesconte, 331 Bloor St. W., Tor. onto, Ont.

Pa. Organization for Public Health Nursing

Nov. 5-8 '52, Philadelphia Alberta B. Wilson, City Co. Bldg., Pitts-burgh, Pa.

Oklahoma Osteopathic Assn.

Nov. 6-8 '52, Oklahoma City, Attend.—500 W. L. Gray, P. O. Box 812, Oklahoma City, Okla.

Southern Medical Assn.

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Nov. 10-13 '52, Miami, Attend.—8,000 C. P. Loranz, 1020 Empire Bldg., Birming.

Interstate Post Graduate Medical Association of N. A.

Nov. 10-14 '52, Cleveland, Attendance-Dr. A. G. Sullivan, 16 N. Carrol St., Madi-

American Society of Anesthesiologists Incorporated

Nov. 11-14 '52, Philadelphia, Attendance-5,000 J. H. Hunt, 188 W. Randolph St., Chicago

American Society of Tropical Medicine &

Nov. 13-15 '52, Galveston, Texas, Attend. 400 Dr. Q. M. Geiman, 25 Shattuck St., Boston 15, Mass.

Association of Military Surgeons of U.S. Nov. 16-19 '52, Washington, Attendance-1,200

Steven K. Herlitz, exhibit manager, 280 Madison Ave., New York City 16, N. Y.

Md.-D.C.-Del. Hospital Assn.

Nov. 26-27 '52, Wilmington, Del., Aftend. -1,000 K. Parris, 14 E. Fayette St., Baltimore, Md.

American Medical Association Clinical

Dec. 2-5 '52, Denver, Attendance—146,545 Thos. R. Gardiner, business manager, 535 N. Dearborn St., Chicago 10, III.

Oklahoma State Medical Assn.

Dec. 6-7 '52, Oklahoma City, Okla., Attend.—100 R. H. Grahm, Okla. State Medical Assn., Oklahoma City, Okla.

American Academy of Dermatology & Syphilology

Dec. 6-11 '52, Chicago, Attendance-1,200 Dr. J. E. Rauschkolb, P.O. Box 6565, Cleveland, Ohio

Radiological Society of North America

Dec. 7-12 '52, Cincinnati Dr. D. S. Childs, secretary-treasurer, 713 E. Genesse St., Syracuse, N. Y.

American Academy of Obstetrics &

Gynecology
Dec. 15:17 '52, Chicago, Attend.—2,000
D. F. Richardson, exec. sec., 116 S. Michigan Avo., Chicago 3, III.

Mass. Osteopathic Society

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Jan. 17-18 '53, Boston, Attend.—150 Robert R. Brown, sec., 64 Trapelo Rd., Belmont 78, Mass.

Amer. Academy of Orthopaedic Surgeons Jan. 24-29 '53, Chicago, Attend.—2,500 H. B. Boyd, 869 Madison Ave., Memphis

Amer. Academy of Allergy

Feb. 2-4 '53, Boston, Attend.—750 A. H. Luthmers, asst. sec., 208 E. Wisconsin Ave., Milwaukee, Wis.

Mid-South Post Graduate Medical Assembly Feb. 10-13 '53, Memphis, Tenn., Attend. Gilbert J. Levy, director exhibit, 188 S.

Bellevue St., Memphis, Tenn.

University of Fla. Graduate School of Medi-

Feb. 11-16 '53, Miami Beach, Attend.—200 Dr. W. T. Hotchkiss, 541 Lincoln Rd., Miami Beach, Fla.

Amer. Coll. of Osteopaths, Obstetricians & Gynecologists

Feb. 12-14 '53, Detroit, Attend.—150 Dr. A. J. Still, chairman exhibit, 428 W. 4th St., Flint 4, Mich.

Podiatry Society of State of New York Feb. 13-15 '53, New York, Attend.—800 Dr. I. H. Hanover, 257 Livingston St., Brooklyn 17, N. Y.

Amer. Orthopsychiatric Assn.
Feb. 23-25 '53, Cleveland, Attend.—1,200
Eliz. Charleton, 303 Lexington Ave., New York 16, N. Y.

New Orleans Graduate Medical Assembly Mar. 2-5 '53, New Orleans, Attend.—2,000 Mrs. I. B. Sherwood, 1430 Tulane Ave., New Orleans 12. La.

Chicago Medical Society
Mar. 3-6 '53, Chicago, Attend.—5,000
George C. Braun, director exhibits, 86 E.
Randolph St., Chicago 2, III.

Georgia Eye, Ear, Nose & Throat Society Mar. 6-7 '53, Savannah, Attend.—125 Dr. B. C. Collins, 701 Elizabeth St., Way-

College Medical Evangelists Post Grad.

Mar. 8-13 '53, Los Angeles, Attend.—1,600 Evelyn R. Strachan, mgr. dir., 312 N. Boyle Ave., Los Angeles 33, Calif.

Southeastern Surgical Congress

Mar. 4-12 '53, Louisville, Attend.—1,000 Dr. B. T. Beasley, sec. mgr., 701 Hurt Bldg., Atlanta, Ga.

Va. Soc. of Medical Technologists
Mar. 14 '53, Abingdon, Va., Attend.—100
Mrs. Clann D. Crouch, 2711 Hillcrest Ave., Roancie, Va.

Dist. of Columbia—Post Graduate Clinic Mar. 15-18 '53, Washington, Attend.—3,500 Edw. H. Steinberg, 1835 Eye St. N.W., Washington 6, D. C.

Dallas Southern Clinical Society
Mar. 16-19 '53, Dallas, Attend.—1,000
Miss Betty Elmer, 433 Medical Arts Bldg., Dallas, Texas

Mid-West Chiropody Conference Mar. 21-24 '53, Chicago, Attend.—600 Dr. Jack Stern, 7060 Paxton Ave., Chicago,

Amer. Academy of General Practice Mar. 23-26 '53, St. Louis, Attend.—6,000 Mac F. Cahal, 406 W. 34th St., Kansas City, Mo.

New England Hospital Assembly Mar. 26-28 '53, Boston, Attend.—5,500 Albert O. Davidsen, sec., Sturdy Memorial Hospital, Attleboro, Mass.

Amer. Assn. of Thoracic Surgery Mar. 27-30 '53, San Francisco, Attend.— Dr. Paul C. Samson, 2938 McClure St., Oakland, Calif.

Eastern Osteopathic Assn.
Mar. 28-29 '53, New York, Attend.—650
Dr. F. B. Tompkins, Baltimore Life Bldg.,
Baltimore, Md.

American Assn. of Railway Surgeons Apr. 1-3 '53, Chicago, Attend.—500 Stephen G. Halos, conv. mgr., 605 N. Michigan Ave., Chicago II, III.

Ohio Hospital Association Apr. 5-8 '53, Cincinnati, Attend.—800 Harry C. Eader, exec. sec., 55 E. State St.. Rm. 414, Columbus 15, Ohio

American Physiological Society
Apr. 5-10 '53, Chicago, Attend.—400
Dr. M. O. Lee, 2101 Constitution Ave.,
Washington 25, D. C.

Southeastern Hospital Conference Apr. 8-10 '53, New Orleans, Attend.—1,000 R. G. Ramsey, Gartley Ramsay Hospital, Memphis, Tenn.

Texas Chiropractic Society Inc. Apr. 9-11 '53, Houston, Attend.—500 Dr. J. R. Baier, 6731 Harrisburg Blvd., Houston, Texas

Amer. Academy of Neurology Apr. 12-19 '53, Edgewater Park, Miss., At-tend.—400 Dr. H. D. Babing, 2314 Auburn Ave., Cincinnati, Ohio

Amer. College of Physicians Apr. 13-17 '53, Atlantic City, Attend.— E. R. Loveland, exec. sec., 4200 Pine St., Phila. 4, Pa.

Mid-West Hospital Assn. Apr. 15-17 '53, Kansas City, Mo., Attend. —900 Mrs. Anne Walker, exec. sec., 1021 McGee St., Room 410, Kansas City 6, Mo.

Medical Assn. of the State of Alabama Apr. 16-18 '53, Birmingham, Ala., Attend. —500 Dr. Douglas Cannon, Montgomery, Ala.

lowa Optometric Assn. Apr. 19-21 '53, Des Moines, Attend.—300 John Paul Jones, 536 Des Moines Bldg., Des Moines 9, Iowa

Industrial Medical Assn. Apr. 19-25 '53, Los Angeles, Attend.—2,000 E. C. Holmblad, 28 E. Jackson Bldg., Chicago, III.

Ohio State Medical Assn. Apr. 21-23 '53, Cincinnati, Attend.—2,500

Charles S. Nelson, exec. sec., 79 E. State Street, Columbus 15, Ohio

Natl. Assn. of Chiropodists—Reg. #3 Apr. 23-26 '53, Atlantic City, Attend.— 1.200 Dr. J. C. Morris, 108 W. Merchant St., Audubon, N. J.

American College of Allergists Apr. 24-29 '53, Chicago, Attend.—850 Dr. Fred W. Wittich, sec.-treas., 401 LaSalle Bldg., Minneapolis 2, Minn.

Iowa Medical Society Apr. 26-29 '53, Des Moines, Iowa, Attend. —1,200 Mary L. McCord, 505 Bankers Trust Bldg., Des Moines 9, la.

Registered Nurses Assn. of Ontario Apr. 29-May 1 '53, Toronto, Attend.— 1,250 Miss Florence H. Walker, sec., 515 Jarvis St., Toronto 5, Ont.

Kansas Medical Society May 3-7 '53, Wichita, Kans., Attend.—1,100 Oliver E. Ebel, exec. sec., 512 New England Bldg., Topeka, Kans.

Amer. Urological Assn.—Western Section May 3-7 '53, San Francisco, Attend.—350 Dr. A. A. Kutzmann, 1930 Wilshire Blvd., Los Angeles, Calif.

Tri-State Hospital Assembly
May 4-6 '53, Chicago, Attend.—1,000
Albert G. Hahn, exec. sec., Station A,
Drawer 7, Evansville 11, Ind.

Medical Society of the State of N. Y. May 4-8 '53, Buffalo, Attend.—3,000 Charles L. Baldwin, Jr., exhibit manager, 292 Madison Ave., New York 17, N. Y.

Amer. Psychiatric Assn.
May 4-8 '53, Los Angeles, Attend.—3,000
Austin M. Davies, exec. asst., 1270 Avenue
of the Americas, Room 412, New York 20,

California Osteopathic Assn. May 6-8 '53, Coronado, Calif., Attend.—750 David J. Rodgers, 1298 Wilshire Blvd., Los Angeles 17, Calif.

Pa. Academy of Ophthalmology & Otolaryngology May 8-11 '53, Wernersville, Pa., Attend.— Daniel S. DeSitio, 1006 Highland Bldg., Pittsburgh, Pa.

Medical Society of the State of North Carolina May 11-13 '53, Pinehurst, N. C., Attend. James T. Barnes, exec. sec., 203 Capitol Club Bldg., Raleigh., N. C.

Aero Medical Assn. May 11-13 '53, Los Angeles, Attend.—1,000 Dr. T. H. Sutherland, 214 S. State St., Marion, Ohio

American Urological Assn.
May 11-14 '53, St. Louis, Attend.—1,500
Dr. Charles H. DeT. Shivers, sec., Boardwalk Arcade Bldg., Atlantic City, N. J.

Ontario Medical Assn. May 11-16 '53, Toronto, Attend.—900 Dr. G. I. Sawyer, 135 St. Clair Ave., W. Toronto 5, Ont.

Texas Assn. of Nurse Anesthetists May 12-14 '53, Galveston, Texas, Attend.— Mrs. Jack Childress, 1020 N. 15th St., Temple, Texas

Texas Hospital Assn.

May 12-14 '53, Galveston, Attend.—1,400 Mrs. Ruth Barnhart, exec. sec., 2208 Main St., Dallas, Texas

Upper Midwest Hospital Conf.

May 13-15 '53, Minneapolis, Attend.—3,000 Glenn Taylor, University of Minn., Mpls.,

Illinois Medical Society

May 19-21 '53, Chicago, Attend.—2,100 Dr. H. M. Camp, 224 S. Main St., Monmouth, Illinois

Massachusetts Medical Society
May 19-21 '53, Boston, Attend.—2,500
Robert Boyd. exec. sec., 22 Fenway, Boston,

Middle Atlantic Hospital Assembly
May 20-22 '53, Atlantic City, Attend.— 1.500

Harold Johnston, secy., 506 E. State St., Trenton 9, N. J.

Minnesota Medical Assn.

11, Mo.

May 25-27 '53, St. Paul, Attend.—3,200 R. R. Rosell, 496 Lowry Medical Arts Bldg., St. Paul 2, Minn.

Catholic Hospital Association of United States & Canada
May 25-28 '53, Kansas City, Mo., Attend.
—3,500 M. R. Kneifl, 1438 S. Grand Blvd., St. Louis

Metal & Metal Products

National Metal Congress & Exposition Oct. 19-23 '52, Philadelphia, Attendance-

Wm. H. Eisenman, 7301 Euclid Ave., Cleveland, Ohio

Natl. Metal Congress & Exposition

Oct. 20-24 '52, Philadelphia, Attend.—40,000 Chester L. Wells, 7301 Euclid Ave., Cleve-

land 3, Ohio

Institute of Scrap Iron & Steel
Jan. 11-13 '53, New York, Attend.—1,900
Edw. C. Barringer, 1729 H St. N.W., Wash-

ington 6, D. C.

Western Metal Exposition & Congress Mar. 23-27 '53, Los Angeles, Attend.-23-27 25,000 Chester L. Wells, 7301 Euclid Ave., Cleveland 3, Ohio

Western Metal Exposition & Congress Apr. 13-17 '53, Los Angeles William Eisenman, director, 7301 Euclid Ave., Cieveland 3, Ohio

Minerals & Mining

Natl. Water Well Assn. Nov. 19-22 '52, Biloxi, Miss., Attend—800 Mr. Robert Storm, 811 W. Springfield St., Champaign, III.

American Society of Lubrication Engineers Apr. 13-15 '53, Boston, Attend.—1,500 W. P. Youngclaus, Jr., 343 S. Dearborn St., Chicago 4, III.

State Mineral Society of Texas May I-3 '53, Houston, Attend.—2,000 W. V. Vietti, P. O. Box 2332, Houston I,

Amer. Mining Congress Coal Convention & Exposition May 11-14 '53, Cleveland

J. D. Conover, 1102 Ring Bldg., Washington 6, D. C.

Lake Superior Mines Safaty Council May 21-22 '53, Duluth, Minn., Attend.—800 J. A. Johnson, 18 Federal Bldg., Duluth 2, Minn

Music

Texas Music Educators Assn. Jan. 13-15 '53, Galveston, Attend.—3,000 D. Q. Wiley, Tech Box 4410, Lubbock, Texas

Music Teachers Natl. Assn. Feb. 19-22 '53, Cincinnati, Attend.—1,800 Roy Underwood, Michigan State College, E. Lansing, Mich.

Music Educators Natl. Conf.—Eastern Div. Feb. 27-Mar. 3 '53, Buffalo, N. Y., Attend. _1.000 C. V. Buttleman, 64 E. Jackson Blvd., Chicago 4, III.

Music Educators Natl. Conf .- S. W. Div. Mar. 6-10 '53, Springfield, Mo., Attend.—1,000 V. Buttleman, exec. sec., 64 E. Jackson Blvd., Chicago 4, III.

Music Educators Natl. Conf.—N. W. Div. Mar. 18-21 '53, Bellingham, Wash., Attend. -1.500 C. V. Buttleman, 64 E. Jackson Blvd., Chicago 4, III.

Oklahoma Music Teachers Assn. Mar. 21-23 '53, Oklahoma City, Attend.—

Hazel D. Monfort, Alva, Okla.

Music Educators Natl. Conf .-Calif. Western Div.

Mar. 29-Apr. 1 '53, Tucson, Attend.—1,500 C. V. Buttleman, exec. sec., 64 E. Jackson Blvd., Chicago 4, III.

Office Management & Equipment

Natl. Stationery & Office Equipment Assn. Oct. 4-9 '52, Chicago, Attend.—2,500 P. E. Burbank, 740 Investment Bldg., Washington 5, D. C.

National Business Show Oct. 20-25 '52, New York, Attendance-100.000

Rudolph Lang, 33 W. 42nd St., New York

Mar. 2-6 '53, New York, Attend.—400 H. C. Whittemore, 250 5th Ave., New York I, N. Y.

Natl. Office Furniture Assn. Apr. 26-30 '53, Cleveland, Attend.—2,000 J. R. Gray, 175 Fifth Ave., New York 10,

New York Stationery Show May 18-23 '53, New York Wm. E. Little, 220 Fifth Ave., New York I, N. Y.

Stationery Guild of Canada May 21-23 '53, Windsor, Ont., Attend.—300 F. R. Smart, 53 Yonge St. E. Toronto I, Ont.,

Natl. Office Management Association May 24-27 '53, Boston, Attend.—3,000 A. C. Spangler, 132 W. Chelten Ave., Phila., Pa.

Paper

Canadian Pulp & Paper Woodlands Section Mar. 25-27, '53, Montreal, Attend.-600

W. A. E. Pepler, Sun Life Bldg., Montreal, Que.

Natl. Paper Box Manufacturers Assn. May 10-13 '53, Boston, Attend.—500 G. L. Nordstrom, 1106 Liberty Trust Bldg., Philadelphia 7, Pa.

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Pharmaceutical

Natl. Assn. of Retail Druggists Oct. 19-23 '52, St. Louis W. Dargavel, 205 W. Wacker Dr. Chicago 6, III.

S. E. Hospital Pharmacists Assn. Apr. 8-10 '53, New Orleans, Attend,—1,000 Miss Johnnie Crotwell, Baptist Hospital, Atlanta, Ga.

Ohio State Pharmaceutical Assn. May 17-20 '53, Cincinnati, Attend.-James H. Merritt, 5 E. Long St., Columbus 15. Ohio

Photography

Natl. Photographic Show Feb. 20-22 '53, New York W. L. Knighton, mgr., 303 Lexington Ave., New York 16, N. Y.

Kansas State Photographers Assn. Apr. 19-21 '53, Wichita, Attend.—275 Apr. 19-21 '53, Wichita, Bill Miller, Pittsburg, Kan.

Calif. Div. Intl. Assn. for Identification May 27-30 '53, San Diego, Attend.—200 C. J. Wallace, 358 Jones, St., Ventura, Calif.

Plastics

Society of Plastic Engineers Jan. 21-23 '53, Boston, Attend.—1,000
Bess Day, exec. sec., 409 Security Bank Bldg., Athens, Ohio

Publishing

New Mexico Press Assn. Jan. 23-24 '53, Albuquerque, Attend.—250 Keen Rafferty, Univ. of New Mexico, Albuquerque, N. M.

Kentucky Press Assn. Jan. 25-27 '53, Louisville, Attend.—450 V. R. Portmann, University of Kentucky, Lexinaton 29. Kv.

Nebraska Press Assn. Apr. 15 '53, Lincoln, Nebr., Attend.—400 Vern Scofield, 129 N. 9th St., Lincoln 8,

Radio & Television

Institute of Radio Engineers
Mar. 23-26 '53, New York, Attend.—30,000
W. C. Copp, exh. mgr., 303 W. 42nd St.,
New York, N. Y.

New England Radio Engineering Apr. 24-25 '53, Boston, Attend.—1,000 A. J. Pate, Harvard Univ., Nuclear Lab., Cambridge, Mass.

Natl. Assn. of Radio & TV Broadcasters Apr. 26-30 '53, Los Angeles, Attend. 2,500 C. E. C. E. Arney, Jr., 1771 N. Street, N.W. Washington 6, D. C.

Radio Parts & Electronic Equipment Shows May 17-21 '53, Chicago, Attend.—10,000 K. C. Prince, 11 S. LaSalle St., Rm. 1500, Chicago 3, III.

Real Estate

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10 Bldg. Oct. 6-9 '52, Cleveland, Attendance—800 LeRoy Parsons, 50 W. Broad St., Columbus 15, Ohio Ohio Association of Real Estate Boards

National Assn. Housing Officials Oct. 13 52. Buffalo Otto F. List, mgr., 1313 E. 60th St., Chicago

Inst. of Real Estate Management Nov. 9-16 '52, Miami Beach, Fla., Attend. Lowell Baker, 22 W. Monroe St., Chicago,

Science

Texas Academy of Science Dec. 4-6 '52, Ft. Worth, Attend.—600 Dr. W. C. Hewatt, Texas Christian Univ., Ft. Worth, Texas

Dec. 26-31 '52, St. Louis, Attendance-10,000 Dr. R. L. Taylor, assistant secretary, 1515 Mass Ave., N. W., Washington 5, D. C.

American Association for the Advancement

Fed, of American Societies for Experimental Apr. 6-10 '53, Chicago, Attend.—5,000 Dr. M. O. Lee, sec., 2101 Constitution Ave., Washington 25, D. C.

Sporting Goods & Sports

Western Sporting Goods Dealers Associa-Nov. 10-12 '52, San Francisco, Attendance -1,100 G. M. Shutt, I N. LaSalle St., Chicago 2,

American Assn. of College Baseball Coaches Jan. 5-7 '53, Washington, Attend.—100 J. H. Kobs, Michigan State College, E. Lansing, Mich.

American Football Coaches Assn.

Jan. 7-9 '53, Washington, Attend.—950 D. O. McLaughry, Dartmouth College, Hanover, N. H. Natl. Motor Boat Show

Jan. 9-17 '53, New York, Attend .- 200,000 J. E. Coate, exec. sec., 420 Lexington Ave., New York 17, N. Y.

Natl. Assn. of Engine & Boat Mfrs. Conv. Jan. 9-17 '53, New York, Attend.-200,000 J. E. Choate, exec. sec., 420 Lexington Ave., New York 17, N. Y.

National Sporting Goods Assn. Jan. 25-28 '53, New York, Attend.—6,000 G. M. Shutt, I N. LaSalle St., Chicago 2,

Golf Course Superintendents Assn. of America

Feb. 8-13 '53, Atlantic City, Attend.—700 Agar M. Brown, Box 106, St. Charles, III.

Central New York Sports Exposition & Boat

Feb. 16-21 '53, Syracuse, Attend.—80,000 Norm Bassett, Highbridge Rd., P. O. Box 83, Fa, etteville, N. Y.

Canadian Bicycle & Sport Goods Dealers Feb. 23-26 '53, Toronto, Attend.—400 J. R. Watson, sec., 175 Jarvis St., Toronto 2, OnSan Francisco Sports, Travel & Boat Show Feb. 29-Mar. 9 '53, San Francisco, Attend -157.000 Thomas Rooney, 369 Pine St., San Fran-

cisco, Calif. Philadelphia Motor Boat & Sportsmen's

Mar. 6-14 '53, Philadelphia Clinton W. Smullen, sec., 511 Harrison Bldg., Philadelphia 2, Pa.

Detroit Congress Sportsmen's & Detroit News Travel Show

Mar. 7-15 '53, Detroit Campbell Fairbanks, Inc., Park Square Bldg., Boston 16, Mass.

Toledo Sports Home Food & Auto Show Mar. 7-15 '53, Toledo Paul Spor, 650 Spitzer Bldg., Toledo, Ohio

Southeast Sports & Vacation Show Mar. 13-22 '53, Atlanta, Attend.—75,000 Martin P. Kelly, mgr. dir., First National Bank Bldg., St. Paul, Minn.

Milwaukee Sentinel Sports & Vavation Show Mar. 21-29 '53, Milwaukee, Attend .- 160,-Charles D. Co Milwaukee, Wis. Collins, Milwaukee Sentinel,

New York State Sportmen's & Boat Show Mar. 25-29 '53, Troy, N. Y. Campbell Fairbanks Inc., Park Square Bldg., Boston, Mass.

Los Angeles Sportsmens & Vacation Show Apr. 9-19 '53, Los Angeles, Attend.-250,-000 H. Werner Buck, 142 S. Fairfax St., Los

Angeles, Calif. Southwest Sports & Vacation Show

Apr. 15-17 '53, Dallas Martin P. Kelly, mgr. dir., First National Bank Bldg., St. Paul, Minn.

Ohio Assn. Tobacco Distributors Oct. 16-18 '52, Columbus, Ohio, Attend .-J. Ollendorf, 101 N. High St., Columbus, O.

National Association of Tobacco Distributors

Mar. 15-20 '53, Atlantic City, Attend .-4.000 Joseph Kolodny, 200 5th Ave., New York,

Transportation & Travel

Amer. Merchant Marine Conf. Oct. 6-11 '52, Los Angeles, Attend—1,500 H. J. Harding, 17 Battery Place, New York 4, N. Y.

Natl. Defense Transportation Assn. Oct. 27-29 '52, New York, Attend.—500 Lois Casavant, 930 F. St., Washington, D. C.

National Transport Vehicle Show Feb. 25-28 '53, New York H. Franklin Turner, 5 Columbus Circle, New York, N.Y.

Utilities

Federation of Sewage and Industrial Wastes Assn. Oct. 6-9 '52, New York, Attend .-- 1,000 W. H. Wisely, 325 Illinois Bldg., Champaign, III.

American Water Works Assn., S.W. Sect. Oct. 12-15 '52, Tulsa, Okla., Attend.—700 L. A. Jackson, Water Dept., Little Rock, Ark.

Amer. Water Works Assn., Calif. Sect. Oct. 22-24 '52, Pasadena, Calif., Attend. -1,100 A. R. Houseman, 907 Monadnock Bldg., San Francisco, Calif.

American Gas Association

Oct. 27-30 '52, Atlantic City, Attend .-6.000 Kurwin Boyes, secretary, 420 Lexington Ave., New York 17, N. Y.

American Water Works, Association California Section

Oct. 28-31 '52, Pasadena, Calif., Attendance—1,100
A. R. Houseman, 907 Monadnock Building, San Francisco, Calif.

Colorado Water Well Drillers Association Nov. 1-3 '52, Denver, Attendance—350 L. G. Oliver, 603 8th St., Greeley, Colo. Oct. 27-30 '52, Atlantic City, Attendance -6.000

National Water Well Association Nov. 19-22 '52, Biloxi, Miss., Attend.—800 Robert Storm, 811 W. Springfield, Cham-

American Water Works Assn. May 10-15 '53, Kansas City, Mo., Attend. H. E. Jordan, 521 5th Ave., New York 17, N. Y.

National Industrial Service Assn. May 24-28 '53, New York, Attend.—800 Fred B. Wipperman, exec. sec., 818 Olive St., St. Louis I, Mo.

National Joint Conf. of Electric & Gas Utility Accountants Apr. 20-22 '53, Chicago, Attend.—1,000 H. C. Hasbrouck, acctg. dir., 420 Lexing-tón Ave., Rm. 2632, New York 17, N. Y.

Veterinary

Indiana Veterinary Medical Assn. Jan. 14-16 '53, Indianapolis Dr. W. W. Garverick, Zionsville, Ind.

Minn. Veterinary Medical Society Jan. 26-28 '53, Minneapolis, Attend.—500 Dr. B. S. Pomeroy, Univ. of Minn., St. Paul,

Veterinary Medical Assn. of New Jersey Feb. 5-6 '53, Newark, Attend.—200 Dr. J. R. Porteus, sec., P. O. Box 938, Trenton 5, N. J.

American Animal Hospital Assn. May 6-9 '53, Minneapolis, Attend.—600 Dr. W. H. Riser, exec. sec., 5335 Touhey Ave., Skokie, III.

Warehouse

Warehouse & Transfermen's Assn. -S. W. Sect. Oct. 15-16 '52, Galveston, Attend.—350 W. S. Clark, Commercial Standard Bldg., Ft. Worth, Texas

Mayflower Warehousemen's Assn. Mar. 9-13 '53, San Francisco, Attend.—500 Stewart Davis Smith, 1050 Consolidated Bldg., Indianapolis 4, Ind.

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